### FINANCIAL TIMES

Start the week with...



**Michael Prowse** How fast can the US economy grow?



**Media futures** Saudis rule the high frontier



Drugs: attitudes are softening

#### Hidden camera snaps trials of Volkswagen cars

German carmaker Volkswagen said a spy camera, triggered by the heat of pessing cars, has been snapping prototype Volkswagens at a test site in Germany. The company said a senior detective had been appointed to investigate the clandestine picture taking, thought to be the work of well-organised professional photogra-phers rather than a rival. Page 16

China's reserves top Taiwam's: China expects its foreign exchange reserves to swell to \$100bn by the end of this year, ranking it second behind Japan and ahead of Germany and Taiwan among countries with healthy foreign exchange balances. Page 16

israell president plans Arafat meeting: Israeli president Ezer Weizman said he would meet Palestinian president Yassir Arafat in an attempt to revive Israeli-Palestinian peace talks.

Papermakers may reject EU plan: European Union efforts to improve environmen tal standards for paper making may be boycot-

ted by big EU and US producers. Page 2 **O&K** to restructure ahead of sale:

Loss-making German construction and mining equipment specialist Orenstein & Koppel, which the Krupp conglomerate wants to sell, is planning a DM80m (\$54m) restructuring programme to make the company more attractive to potential buyers. Page 17

Estonia prepares to pick president: The Estonian parliament meets today to elect a pres ident for a critical five-year term during which the smallest Baltic country will be pressing for membership of the European Union. Page 2

Bombardier plans 70-seat jet: Canadian aerospace and transport group Bombardier hopes to announce next week at the UK's Farnborough air show that it plans to build a new 70-

\$20m boost for Esprit Telecom: US-based venture capital company Warburg Pincus, which has special interests in telecommunications, is investing about \$20m in Esprit Telecom. a fast-growing, privately-held European operator. Page 17

Kurds ignore ceasefire call: Fighting continued between two Kurdish factions in northern Iraq despite US calls for a ceasefire to

Lloyds Chemists clears way for bids: Lloyds Chemists, the UK high street pharmacy group, cleared the way for a takeover bid from two rival suitors - Gehe and Unichem - by finding buyers for its pharmaceutical wholesaling

Japan set to take Indonesia to WTO: Japan is poised to take Indonesia to the World Trade Organisation, claiming tax and tariff breaks in Jakarta's "national car" programme discriminate against Japanese imports. Page 3

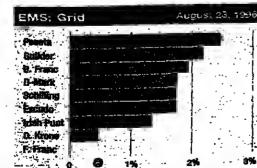
IMF to ratify credit for Egypt: The International Monetary Fund is to ratify a 24month standby credit for Egypt, partly in recognition of the government's successful management of the economy. Page 3

Russian swimmer stabbed: Russian swimmer Alexander Popov, the only man to retain the Olympic 50 metre and 100 metre freestyle titles, was seriously ill in hospital after being stabbed in a Moscow street.

Schumacher wins in Belgium: World champion Michael Schumacher of Germany in a Ferrari won the Belgian grand prix. Jacques Villeneuve of Canada was second in a Williams Renault, cutting British team-mate Damon Hill's championship lead to 13 points.

Cricket: Pakistan declared at 521-8 giving them a first-innings lead of 195 runs against England on the fourth day of the third Test at The Oval. England were 74-0 at the close. Pakistan lead the three-match series 1-0.

European Monetary System: The French franc was unable to move off the bottom of the EMS grid last week, after a round of reciprocal interest rate cuts following the Bundesbank's lead on Thursday. The peseta remained top. after the Spanish central bank did not cut its rates. The Austrian schilling moved above the Portuguese escudo. Currencies, Page 23



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a 2.25 per cent band.

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#### siness Newspaper http://www.FT.com MONDAY AUGUST 26 1996 Chicago radicals of '68 back in suits and ties

By Laurie Morse in Chicago and Jurek Martin in Washington Democrats prepare for happier return after 30 years

Tom Hayden is back - but he is wearing a tie. The former president of the radical Students for a Demo-cratic Society group returned to Chicago for the National Democratic Convention to hold a "heal-in" last night to commemorate the riots of 1968 - the last time the Democrats visited the city. He sold tickets, through Ticketmaster, for \$15 a pop. When the Democrats were last in town, the entire US political system had been strained by three years of war in Vietnam and frequent out-

bursts of race-based rioting in the big cities. Young protesters like Tom Hayden took to the streets, bringing the convention to a violent end as they battled with police and National Guardsmen on tear-gas-choked Michi-

gan Avenue. The chances of anything similar upsetting this year's besuited Democratic delegates, who were gathering last night, are remote. But there are some uncanny parallels.

The 1968 convention was held from August 26-29, precisely this year's

dates. On both occasions the mayor and Mr Clinton's embrace of many of Chicago was a Richard Daley: now it is the eldest son of tha last of the

great big city bosses. But today there is no anti-war movement flooding the streets, nor is there much internal Democratic dissent, now that rightwing Republicanism has emerged to help keep the party together. President Bill Clinton and Vice-President Al Gore have been unchallenged in their pursuit of a second term - unusual given traditional Democratic factional rivalries University, is giving interviews with

policies once deemed "conservative". That has not deterred Mr Hayden and others from capitalising on nos-talgia for the beady days of their

Most of the other members of the Chicago Seven, the activists accused by the government of inciting the 1968 riots, are in town. Bobby Seal and Abbie Hoffman are dead, but for-mer "Yippie" Mr Abe Peck, now a journalism professor at Northwestern

National Public Radio. Mr Bobby Rush, former "defence minister" of the Illinois Black Panther party, is throwing a smart cocktail cruise on Lake Michigan, thanks to corporate sponsors such as Ameritech.

Mr Michael James, once on the National Interim Committee of the radical SDS, stayed in Chicago all along, and continues his community outreach work while running the Heartland Cafe io a polyglot north-

> Continued on Page 16 Editorial Comment, Page 15 City hopes to wipe slate of tarnished past, Page 4

### Lloyd's plan for recovery wins 75% support

Hopes for insurance market deal after US court setback

By Ratph Atkins in London, Richard Waters in New York and Christopher Parkes In San Diego

Lloyd's of London last night announced that 75 per cent of the insurance market's members had accepted its £3.2bn (\$4.9bn) recovery package as it struggled to keep the plan on track after a serious setback in the US courts late on Friday.

The high level of support will encourage hopes that Lloyd's may this week be able to declare the recovery plan unconditional - in spite of a ruling by a court in Richmond. Virginia, that, in effect, put the proposals on ice in the US.

The Virginia ruling caused last-minute alarm at Lloyd's and threatens considerable disruption. If implementation of the recovery plan were delayed, Lloyd's might be unable to pass the UK Department of Trada and Industry's solvency tests, usually set about this time of year.

Even if the DTI was flexible about timing, US regulators might not be as sympathetic raising questions about the future of the 308-year-old insurance market.

Hardline Names - the individual members whose assets hava traditionally supported the insurance market warned at the weekend that the ruling might encourage further legal challenges

against Lloyd's, including by the US Securities and Exchange Commission.

One Names' lawyer described as "hogwash" claims by Mr Ron Sandler, the chief executive, that delaying the plan's implementation could be devastating for Lloyd's. In private, Lloyd's leaders are confident that either the US court ruling will be overturned - an appeal starts tomorrow or that ways will be found of allowing the plan to proceed.

The ruling by Judge Robert Payne would force Lloyd's to meet the requirements of US securities laws on information disclosure and gives US Names until October 30 to accept or reject the plan. Lloyd's was last night stick-

ing to its deadline of Wednesday. It would not discuss contingency planning although senior executives spent the weekend discussing possible responses to Friday's ruling. Lloyd'a said that by noon

Saturday 75 per cent of its 34,000 Names had accepted. Among UK Names, the level of acceptances is believed to have exceeded 80 per cent. But the US figure is likely to have been much lower. Recent polling by Lloyd's suggested only about 50 per cent of the 3,000

Continued on Page 16 Lloyd's 'may face further



### Lebed raises Chechnya peace hopes

By Chrystia Freeland in Moscow

Mr Alexander Lebed, Russia's security chief, flew back to Moscow yesterday after supervising a partial withdrawal of Russian troops which has created the best chance for peace in Chechnya since the war began 20 months ago.

The next step is a political agreement, which Mr Lebed hopes to pegotiate shortly with separatist leaders. Mr Lebed said he would meet President Boris Yaltsin and Mr Victor Chernomyrdin, the prime minister, to win their approval for the political settlement before returning to Chechnya to finalise the deal.

"I hope the president will approve of my action, I will return to the Chechen republic to continua the negotiations with documents, impeccable from the legal point of view," Mr Lebed said at the Khankala military airport outsida court challenges', Page 5; Grozny, tha Chechen capital, Editorial Comment, Page 15 before setting off for Moscow.

Although he did not give details of the proposed agree-ment, Checben officials said the two sides boped to resolve the region's political status as an independent state or as part of the Russian federation - by leaving it up to a local

Mr Lebed's initiative could dramatically alter the balance of power in Moscow. If the tough-talking former general arranges peace in Chechnya, he will earn a tramendous boost in the struggle to succeed the atling Mr Yeltsin.

But Mr Lebed's triumph as a peacemaker could threaten many of Russia's more established politicians. Many observers fear his rivals may try to sabotage a deal. Lebed told the Chechen

sida yesterday that be needed to check a few details so that the agreement would not be attacked by the 'party of war'," said Mr Moviadi Udugov, the separatist spokesman. He was referring to a shadowy group in the Kremlin thought to be opposed to a peaceful resolution of the conflict.

Mr Lebed's efforts could also be upset by Russia's military leadership, some of whose members could feel humiliated by a retreat from a tiny

rebel region of less than 1m His plans are most likely to

be resisted by the interior ministry. General Anatoly Kulikov, the interior minister, has already been attacked by Mr Lebed.

Mr Lebed's ability to stop the planned bombardment of Grozny last week and to enforce an almost immediate Russian troop withdrawat have earned him the respect of many Chechen leaders. A fragile ceasefire continued

to hold in Grozny, scene of fierce fighting last week.

Lex, Page 16

### Court victory set to boost **US** tobacco industry shares

By Richard Tomkins in New York

The beleaguered US tobacco industry was yesterday celebrating a badly needed victory after an Indiana jury threw out a lawsuit brought by the family of a smoker who died of

The six-member jury decided unanimously that Richard Rogers, who smoked for 44 years before dying at 52, had chosen to incur the risks of smoking and bore a greater responsibility for his own death than the tobacco compa-

Tha verdict is likely to boost tobacco companies' battered share prices when trading reopens on the New York Stock Exchange this morning. A defeat or hung jury had been seen as the most likely out-

The jury reached its verdict late on Priday night after

Philip Morris

deliberating for two days. Only hours earlier, President Bill Clinton had declared nicotine an addictive drug and imposed tough restrictions on cigarette sales and advertising in an attempt to curb under-age

Earlier in the week, Arizona, Kansas, Michigan and Oklahoma joined the list of states filing multi-billion-dollar lawsuits against the tobacco industry in an effort to recover the costs of treating smokingrelated illnesses under public assistance programmes.
The Indiana case had

attracted intense scrutiny on Wall Street because it was the first to go to trial since the tobacco industry suffered a stunning defeat in a Florida court two weeks earlier.

In that case, \$750,000 in damages were awarded to Mr Grady Carter, a lung cancer patient who smoked for 44 years, and his wife, Mildred. It was only the second case the industry had lost. The first was overturned on appeal.

If the Indiana case had gone against the tobacco manufacturers, it would have indicated that US juries had begun to take a radically different view of the industry's liability,

> Continued on Page 16 Advertising curb may lift tobacco profits, Page 4

### CONTENTS Emerging Markets ...

### In this world of perpetual change there is one constant on which you may rely at any time.



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LONDON - LEEDS - PARIS - FRANKFURT - STOCKHOLM - MADRID - NEW YORK - LOS ANGELES - TOKYO - HONG KUNG

in Brussels and

European Union efforts to improve environmental standards for paper making could be boycotted by big EU and US producers, following strong industry resistance to an EU wide eco-labelling system for some paper products.

Pulp and paper producers on both sides of the Atlantic are mapping out strategies to challenge a scheme under which office, fax and copy paper would be eligible for an ecology label if certain production standards are met. The scheme, approved by EU member states last month, is due to come into effect soon

Producers will be able to apply for the eco-label if they reduce toxic waste, energy consumption and sulpbur emissions and provide proof that they are using woodfibre from ecologically man-

The EU uses 3.5m-4m tonnes of paper a year, excluding recycled paper, on "cut-paper" products. The leading producers are Finland Sweden and France.

The Confederation of Eurnpean Paper Industries (CEPI), which represents European pulp and paper manufacturars, said there was "widespread industry unease shout the value of

the label A CEPI official said it believed that the system would not reap serious environmental benefits and that it discriminated against smaller paper producers. "We believe the current system is elitist and that it will have marginal impact on the environment," the official

would launch a boycott campaign against the EU regula- further talks.

lraq, in spite of US calls for a

ceasefire to stabilise the

region, which was wrested

from the control of President

Saddam Hussein after the

Communications with the

mountainous region, virtu-

ally cut off from the outside

world and governed by rival

militia leaders, are poor, But

officials from both sides said

clashes were continuing

even though leaders of both

The two Kurdish groups.

the Kurdistan Democratic

Party (KDP) and its rival,

Front (PUK), began fighting

The bitter conflict, which

one group claims involved

Iraniao artillery barrages,

has claimed hundreds of

lives and forced thousands of

civilians to fice their homes.

tered a Washington-backed

ceasefire agreed last year after negotiations in Dublin

that ended a previous cycle of violence that killed about

3,000. But the US failed to

force the two sides to accept

Mr Bilshad Miran, KDP

London representative, said

the PUK "attacked at 4am on

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The battles have also shat-

the Kurdistan Patriotic

factions had agreed to US

pleas to stop fighting.

1991 Gulf war.

**Kurds** ignore

ceasefire plea

Fighting continued sary. They were trying to yesterday between two sabotage US mediation, Kurdish factions in northern which was gathering

August 17 Whii

celebrating our 50th anniver-

momentum and was backed

by the KDP." He claimed the

PUK attacked with Iranian

logistic and artillery sup-

However, Mr Lateef Rashid of the PUK blamed

the KDP for restarting the

struggle "for total control of

Iraqi Kurdistan". He said:

"We accept a ceasefire if it

leads to a comprehensive

solution. The KDP has to

said the fighting was "a con-tinuation of what has had

been happening over the last

years". The PUK was chal-

lenging the KDP's monopoly

Turkish traders, who barter basic supplies for tradi fuel.

The failure of the two par-

which began 30 years ago when the PUK split from the

KDP - is wrecking attempts

by the west, particularly

Britain and the US, to bring

Instability also increases

As well as interfering in

the scope for Iranian

this week's fighting, Iranian revolutionary guards briefly

attacked Iranian Kurdish

rebel bases in northern Iraq

peace to the region.

involvement.

last month.

"customs" dues levied on

One independent observer

stop attacking."

we were

tion. However, an EU indus-try official said "it is clear that CEPI hopes no company

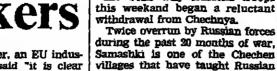
Although the scheme is voluntary, industry officials believe it will take just one or two big producers to adopt the label to put strong competitive pressure on other companies. "It may be voluntary but it can still be used as a market instrument," an EU industry offi-

The American Forest and Paper Association (AFPA). paign against the scheme, said its biggest concern was that "voluntary will become mandatory". An official said that this could especially be the case with government departments started insist ing on the eco-label.

EU and US industry officials believe the scheme discriminates against "non-integrated" mills, which buy pulp supplies, often from a number of sources, and favours "integrated" mills which produce both pulp and pape

The AFPA also argues that "many if not all" US suppli-ers will not qualify for the labels "without spending a lot of money". An AFPA official added that specific emis sion limits had been placed on two pollutants which were not measured in most

Brazil, Canada, Australia and New Zealand have also protested against the plan. The AFPA is considering World Trade Organisation on the grounds that it will affect US market access to the EU. The industry has the support of the US government, which will argue its The official denied CEPI case again next month when EU and US officials meet for



withdrawal from Chechnya.
Twice overrun by Russian forces during the past 20 months of war, Samashki is one of the Chechen villages that have taught Russian soldiers that no matter how violently they attack they have little hope of eccuring lasting control over their victims. In April 1995 Samashki was the

The bullet-riddled fences of

sons why Russian troops

site of one of the greatest atrocities committed during the Chechen conflict, when Russian soldiers, many of them alleged to be drugged or drunk, unleashed a frenzied massacre on the village, killing and maiming hundreds of civilians. Then last March, Moscow struck again, pounding Samashki with air and artillery attacks, despite the weapons and cash which the village ers offered to silence the Russian

The barbarism of these two attacks has turned Samashki into the My Lai of the Chechen war. Like the infamous US slaughter of villagers in Vietnam, this village in south-western Chachnya has become a symbol of the cruel sses of the Russian military. But, perhaps more importantly, Samashki is also one of the hun-

dreds of towns and villages where

Russian soldiers have learned that,

no matter how fiercely they fight,

their efforts are largely in vain. The futility of the Kremlin's ttempt to beat the Chechens into ecoming loyal citizens of the Russian Federation is apparent at the Samashki bazaar, a collection of fragile wooden stalls where food and clothes are traded in the shadow of the skeletal remains of the bombed-out building which was once Samashki'e "House of

A metre-long, dull grey bomb fin



rests at the foot of the rickety kiosk from which Mrs Aset Salger-leva peddles a sad assortment of fly-covered tomatoes and dusty

"This is our memory," she says, pointing to the bomb case, which she has carefully left where it fell in the heat of the first Russian raid on the village.

boxes of macaroni.

"It is a monument to how we were beaten, how we were minced up and cut into small pieces, to how the Russians treated live human beings like pieces of meat," says Mrs Salgerieva, who, together with her extended family of six

nearby tent without electricity or running water. The family's original home and the prefabricated shelter thay built to replace it were both destroyed in the two successive Russian attacks.

Mrs Salgerieva'a attitude is typical of the Chechen village, whose residents uniformly say that the repeated Russian bombardments have hardened their determination to resist Russian ruls, rather than

Like the bomb fins in the bazaar the charred corpses of destroyed homes have been intentionally left in place throughout the bleak museum of Russian exce We do not plan to rebuild until the Russian army leaves," says Mr Shansaiev, a muscular 35-year-old agronomist at the local collective farm, who has left his job in the fields to join the separatist fight-

Men like Mr Shansaiev, separatist soldiers who periodically return to their families in Samashki to rest from the strains of battle, are the official reason the Russian military gave for its attacks. But if Moscow's purpose was to

chill civilian sympathies for the fighters by making the entire village suffer for sheltering its warweary sons, the tactic appears to have backfired.

The Kramlin's offensive has turned even the children of Samashki, who have the skinny bodies and spotty faces of undernourishment and poor hygiene, into junior fighters in what they are being taught to see as an Islamic fihad.

"We respect the separatists. When they fight, they fight for Allah, says Khamza Khusienov, a 14-year-old wearing a traditional round white cap with gold trim. Returning from the village's dally instruction in the Koran and Arabic, Khamza translates the exchange for the younger children, who no longer understand Russian.

This cultural shift away from the Russian language and secular tra-ditions imposed by the Soviet Union is another one of the unintended consequences of Moscow's crackdown and it is a development which could make Chechnya an even more unwilling vassal in the vears to come.

Even the Russian soldiers at a checkpoint 5km away are beginning to see their army's repeated efforts to subdue Samashki, and villages like it, as pointless.

"I have mixed feelings about what we did in Samashki," says Ruslan, a tanned 22-year-old who is one of the voluntary contract soldiers who have a reputation for being less squeamish than the younger draftees. "It is good, because the fighters had to be chased out, but it is bad because the civilians suffered.

But upon reflection, Ruslan admits even this ambivalent verdict is too generous. "Of course it's trus that, after our attacks, Chechen fighters can return to Samashki when they like," Ruslan concedes. "If you live here, and It's your homeland, it is always easy for you to hide from outsiders.

### Onassis trust seeks to fight off 'mismanagement' claim

ago but his inheritance has ago but his inheritance has triggered a new drama that mixes ancient tragedy and television soap opera in familiar style.

The Greek trustees of a billion-dollar fortune belong-

ing to 11-year-old Athina, Onassis's grandchild and the last of the dynasty, have peen accused of mismanagement by her father, Mr Thierry Roussel, a French businessman. Mr Stelios Papadimitriou.

the chief trustee, says: "We reject these charges. Mr Roussel wants control of Athina's money. But her mother was determined that he shouldn't have it and we are responsible for carrying out her wishes."

Onassis left half his fortune, estimated at \$1bn when he died in 1975, to his only daughter, Christina. The other half went to establish the Alexander Onassis Foundation, a Liechtensteinbased charity in memory of his only son, who was killed

in an air crash in 1971. However, the legal dispute threatens to undermine the reputation of the foundation, where Mr Papadimitriou and his associates have worked hard to transform the shipowner's image from a philandering jet-setter to that of a dignified international bene-

The foundation awards a scholarship for Greeks to study abroad, runs a cultural institute in New York, and hands out international prizes for bumanitarian achievement. It has also built a \$80m cardiac hospital in Athens which is soon to be extended at a cost of \$30m.

A former associata, who

A rietotle Onessis, Battle over inheritance mixes ancient tragedy and TV soap opera. Kerin Hope reports



Onassis at his wedding to Jackie Kennedy: 'overriding priority to preserve his wealth'

recalls Mr Onassis hosting Mr Winston Churchill on his yacht, his much publicised affair with the opera singer Maria Callas, and his mar-rlage to Jackie Kennedy, says: "He loved publicity and lavish spending but liks every other shipowner, his overriding priority was to preserve his wealth."

Mr Papadimitriou, a prominent lawyer and the foundation's president, guards the Onassis heritage from Its mansion in Athens. He and three co-trustees are accused of mishandling the shipping business that forms the basis both of the foundation's income and of a separate trust set up by Christina in 1986, shortly before she divorced Mr Roussel, her fourth husband.

The law suit was filed by Mr Roussel in Athens earlier this year, after a Swiss appeal court rejected his bid to take control of the trust. Since her mother's death in 1988, Athina bas lived in France with her father.

Mr Papadimitriou says the charges are "ludicrous". He claims that eince Onassis died, ASO Naviera, the holding company for his shipping interest, has helped to quadruple the foundation's net worth after renewing ths tanker fleet and making property investments in London, New York and Monte

He says: "We run 17 ships all under the Greek flag, among them eight new tankers that make up the world's most modern dirty cargo [tanker] fleet." To back the trustees' defence, Mr Papadimitriou

has produced a letter in Ms Onassis's handwriting which appears to reveal a deep mistrust of Mr Roussel. Written in English It says: "I came to ask you for help

to protect me against Thierry. I built a house made of cement. In this house I put all my capital and the job of the protectors is to keep the door closed." Mr Roussel now receives over \$6m a year from the trion and his co-trustees.

Onassis fortune, both from a marriage settlement from Ms later deal with the foundation in which he agreed that Athina would learn Greek, be brought up in the Greek Orthodox faith and keep in touch with family, friends and relatives in Greece. However, it is several years since Athina came to Greece. Tha Onassis family's private island, Skorpios, is no longer used. Her grandfather'a yacht is rusting in Piraeus.

Mr Roussel's most recent business venture, an environmentally friendly agricultural project in Portugal, has collapsed. Two earlier ven-tures, a construction project in Algeria and a timber trading company, also failed.
The foundation's charter

provides for Athina to take over its presidency when she comes of age in 2003. But she will not have to learn how to run her shipping business: among her colleagues on the foundation's board will ba

EUROPEAN NEWS DIGEST

### **Bosnian polls** may be put off

International officials will meet in Sarajevo today to consider postponing the local elections due in Bosnia on September 14 - because of apparent manipulation of the electoral roll of refugee voters by the Serbian government of President Slobodan Milosovic.

Postponement of the local polls would further poison the atmosphere for the national elections also planned for September 14. The international community is determined to hold the national elections on schedule in spite of the absence of political freedom in most parts of the country.

The row arises from the provisions of the Dayton peace greement - allowing Bosnians to vote where they now live, by absentee ballot where they lived before the war, or where they intend to reside if they cast their ballot in person. What was apparently not foreseen was that Mr Milosevic would use this last option for a large-scale electoral engineering operation, designed to cement the effects of "ethnic cleansing" in northern and eastern

UN officials say that the Yugoslav authorities gave tens of thousands of refugees forms with their "intended" place of residence - in districts of Bosnia where they had never lived - already filled in. The districts include Srebrenica, tha former UN "safe area" whose Moslem defenders were massacred after surrendering last year, and Brcko, in the strategic corridor linking Serb-held Edward Mortimer and Laura Silber, Tuzla

#### Ukraine starts new currency

Ukraine will start using its long-awaited new national currency, the hryvna, next week. Mr Viktor Yushchenko the chairman of the national bank, said the hryvna would be introduced on September 2 under a presidential decree signed yesterday. The new currency, named after money used in Ukraine before Russian rule 300 years ago, is an important symbol for the state, which celebrated its fifth independence anniversary at the weekend. The hryvna will replace the temporary karbovanets,

which has been national tender since the collapse of the Soviet Union. It is seen as a sign of government confidence that its tough economic reforms are beginning to work. New and old currencies will circulate simultaneously for a fortnight. Chrystia Freeland, Moscou.

#### International securities record Issues by borrowers of international securities reached a

record level in the second quarter of this year, the Bank for International Settlements says in its latest review of financial markets published today.

Investor demand for greater credit risk meant issues by

developing country borrowers reached unprecedented volumes. The BIS said this underlined "that the Mexican crisis of early 1995 and the bond market turbulence seen at the beginning of 1996 had no more than a temporary influence" on investors' attitudes to developing countries. In a separate report on the prospects for a single European government bond market based on a single

European currency, the BIS said such an integrated market could rival the government bond markets of the Graham Bowley, London

#### Saxony appeals on VW ruling The east German state of Saxony has appealed to the

European Court of Justice for support in a row with the European Commission over subsidies to the Volkswagen car group. It has submitted its case to the Luxembourg court to get the commission to withdraw its demand that DM241m (\$160m) of aid be frozen immediately, a state official said VW last week insisted the money was granted legally

and aims to stick to its investment plans in east Germany. EU officials have said one possibility would be for the German government to freeze funds it is due to pay to VW equivalent to the disputed money paid by Saxony. Mr Gunter Rexrodt, German economics minister, suggested in Der Spiegel magazine that a temporary freeze of Saxony's subsidies pending a court ruling could form a basis for compromise. Andrew Fisher, Frankfurt

#### Turkish party leader elected

Mr Mesut Yilmaz was re-elected leader of Turkey's opposition Motherland party at the weekend by a much larger margin than expected. He drew 1,000 votes while his only rival, the little-known Mr Isin Celebi, got just 170. Mr Yilmaz may soon face a more determined leadership challenge if he fails to galvanise opposition to the Islamist-conservative coalition.

Baltic country will press for EU entry and security guarantees from the west

### Estonia to choose president for key term

By Matthew Kaminski in Tallinn

The Estonian parliament meets today to elect a president for a critical five-year term during which the smallest Baltic country will be pressing for membership of the European Union and firmer security guarantees from the west.

Mr Lennart Meri, the publicly popular incumbent, appears some eight votes shy of the 68 needed to gain re-election on the first ballot in the 101-seat parliament. But his only declared opponent, Mr Arnold Ruutel, has been unable to broaden his support beyond his agricultural

If no winner emerges today, parliament will vote again tomorrow, before the electoral college expands to include local government leaders on Wednesday, possibly giving Mr Ruutel more votes. An outside candidate could step in at any stage.

Mr Meri, an urbane film maker, the coalition which has been in turned a presidency of limited powers into a platform at home and abroad for Estonia's "return to Europe" after 50 years of Soviet occupation.

The campaign for the presidency has not exposed any fissures in the consensus for market reform, which produced 3 per cent growth last year and quickly reoriented trade westward when the Soviet Union broke up. But Mr Runtel, a 68-year-old former state farm boss, represents a more nationalist and less Europhile wing of Estonian politics, which opposes the country's duty-free import regime.

An alternative to Mr Meri is more likely to come from the ruling parliamentary alliance of the mildly social tiemocratic Coalition party and its staunchly pro-market partner, the Reform party. Western officials in Tallion believe wave of central European countries and possibly ahead of its two other Baltic neighbours, Latvia and Lith-Three-quarters of the economy has been put in the private sector, and in

power for nearly a year has strength-

ened the case for Estonia's admis-

November the government is expected to give formal approval for the sale of the remaining state-held telecommunicatione, transport and energy companies. Inflation and public sector debt, two areas of concern, have been

brought under control this year consumer prices are expected to rise that Estonian security could yet ban-20 per cent in 1996 - but the current effit from joining the EU. account deficit of EKr2bn (\$168m) last year continues to grow.

The two countries have an out-standing border dispute and Moscow also complains about the treatment sion toto the EU along with the first of about 500,000 ethnic Russians, although a western diplomat said "by common consensus of western observers there is no human rights problem here".

Mr Siim Kallas, the foreign minister. said close co-operation with Sweden, which US President Bill Clinton last month said should take a lead on Baltic security, could never replace a Nato dafence guarantee which Estonia wants. But he acknowledged Nato membership might prove difficult, given Russian sensibilities. He held out the hope

"The EU, of course, is not a security organisation," he said, "but it is The biggest threat to Estonia's a very important part of the peaceful integration with the west is posed by environment created in the past few its troubled relations with Russia.

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مكذا من الاعل

By Michlyo Nakamoto In Tokyo and Manuela

-26

The Japanese government is poised to take Indonesia to the World Trade Organisa-tion over Jakarta's "national programme, which Tokyo claims discriminates against Japanese vehicle imports into indonesia.

The Timor 1500 cc saloon has been granted the status of national car by the gov-ernment, which enables it to receive tax and tariff breaks. The car is being developed by Timor Puira Nasional, a company owned by President Suharto's youngest son, Mr Hutomo Mandala Putra, in collaboration with South Korea's Kia Motors.

Becausa Timor Putra Nasional has no facilities to develop a car in Indonesia, it is being allowed to import up to 45,000 completed cars over the next year and sell

them tax-free in Indonesia. The first batch of national cars is due to arrive at an

Indonesian port this week.

Analysts say the imports violate a WTO article which stipulates that imports can-not be treated differently from locally manufactured products. Established foreign car manufacturers in Indonesia are eublect to a heavy and complicated tariff regime for the car compo-

nents they import.

"We have told [the Indonesian sidal that if cars are imported into Indonesia free of tariffs, we will have to adopt a serious response, which could include asking for a WTO dispute settlement panel," an official at Japan's Ministry of Interna-tional Trade and Industry

Indonesia's national car programma has drawn criticism from Japan, the US and European Union. All have claimed the programme breaches Indonesia's WTO obligations. The issue has particularly angered Japan because Indonesia'a car mar ket is dominated by Japaness brands.

Indonesia'e Ministry of Trade and Industry has sent dalegations to Japan to explain its national car policy in an effort to keep it out of the WTO. The last meeting between the two sides was held in June this year but officials described them as "inconclusive".

The programme has also cast a shadow over Asian family cars being made by two Japanese carmskers in Thailand, which will be dearer than the Timor.

Although Honda's Asian car has been a tremendous success, and Toyota expects substantial demand for its family car to be launched next year, both companies admit costs will be under

### Israeli president agrees to meeting with Arafat

President Ezer Weizman of Israel yesterday said he places pressure on Mr Netanwould meet Mr Yassir Arafat, the Palestinian president, in the latest effort to revive stalled Israeli-Palestinian peace talks.

Mr Weizman, the ceremonial head-of-state, said the Palestinian leader had sent him a letter expressing fears for the future of the peace process and requesting a meeting. At a press conference with Mr Benjamin Netanyahu, Israel'e prime minister, the president said Israel could not ignore Mr Arafat's "great political

"Today he bas control of over 2m Palestinians," he said. "When a laader like that who is my neighbour... asks to see me, I think I have to agree."

between Mr Arafat and Mr Weizman is symbolic, it chant for voicing his often yabu to follow suit. The prime minister has said he will not meet Mr Arafat unless it is vital for Israel's security.

meeting would take place by the end of the year. He informally met Mr Arafat in 1994, at the inauguration of Mr Nelson Mandels, South African president. Mr Nabil Abu-Irdeinah,

Mr Weizman said the

spokesman for Mr Arafat, said: "We are ready for a meeting with President Weizman. This is important as a signal for restarting the frozen peace process."

According to Israeli political etiquette, the apolitical president is expected to keep out of public debates, but Mr Weizman frequently has to see things move".

eion is typical of his pencontroversial opinions. He was widely criticised in

Palestinian extremist suicide bombings in Israel in 1995. The move follows threats made last week by President Hosni Mubarak of Egypt to cancel a regional economic conferenca planned for November in Cairo if Mr Netanyahu did not revive the talks.

Israel after appealing to the

previous Israeli government

to rethink peace moves with

the Palestinians following

The hardline Mr Netanyahu, elected in May, said talks would begin soon. But Mr - Abu-Irdeinah aaid although "minor" meetings wera planned betwaen Israeli and Palestinian ministers, "we are still waiting

Ted Bardacke reports from So Phisai on land scandals that are causing political shockwaves

wan, a rice farmer near Thailand's border with Laos, always felt there was something a little strange about the deal. Two years ago, he says, a broker for the local hia (Chi-nese tycoon) offered to buy

his two plots of flooded land for Bt3,000 (\$118) per rai (1,600 square metres). One plot measured 30 rai, the other 4 rai.
"He said he wanted to

build a factory. But I don't think you can build any-thing there. It's a swamp, says Mr Somsak, who sold the land anyway.
In April, as a \$1.8bn ecan-

dal involving the Bangkok Bank of Commerce (BBoC), a mid-size commercial bank. began to unravel, Mr Someak found out just how strange things had become. Companies and people affilieted with Mr Suchart

Tancharoen, then deputy interior minister, whose responsibility included overeight of the Land Department, had colluded with local department officials to acquire title not only to the two plots Mr Somsak had sold, but also to all the land in between, covering more than 1.000 rai.

"They even took the land where the temple is," Mr Somsak says, shaking his head in amazement.

Officials at Thailand'a central bank were even more amazed. The land had been valued at Bt17,500 per rai an increase of nearly 500 per cent - and used as collateral to borrow money from the BBoC, loans the finance ministry admits it will be hard to recover now it has taken over the bank.

Of the \$3.12hn in low quality and high risk debt on BBoC books, \$105m went to the Tancharoen family, according to central bank documents. Mr Prinya Nakchudtree, director general of the Land Department, says as much as 45,000 rai could be connected to the scandal. of Mr Chuan Leekpai col-



Flooded fields to fool's gold

Four land officials have been arrested and a warrant for the arrest of Mr Suchart's father, Mr Wichian Tancharoen, was issued last week. Police say a request for permission to arrest Mr Suchart, who has resigned from the cabinet, will soon be forwarded to Gen Pochaoa Boonyachinda, police director.

Analysts say because for many years Thailand's policy of raising rural income was based on uncontrolled expansion of the country's land frontier - basically letting peasants cut down forest reserves which remained government property - in every land deal there is a scandal waiting to happen.

"You have a huge number of people living and farming on land they don't have title to," says Mr Chalongphob Sussangkarn, president of the Thailand Development Research Institute. This brings them under the judgment of local officials, who can be influenced by politicians and other powerful people."

Last year the government

lapsed under a wave of evi-dence that land documents originally destined for poor farmers ended up in the hands of wealthy relatives of MPs who are members of Mr Chuan's Democrat party.

And when current Prime Minister Banharn Silpaarcha faces a no-confidence motion next month he will be called on to explain a controversial land deal done by his daughter. Ms Kanchana Silpa-archa, also an MP.

in 1990 Ms Kanchans bought 75 rai for Bt29m on the outskirts of Bangkok. Four years later she sold it to the central bank, which will use the site for a new mint, for Bt465m, a profit of 1,503 per cent at a time when land prices in the area were static at best

Every province has problems like this," says Ms Narisara Wongphoom, a provincial councillor in So Phisa who helped unearth the land grabbing scandal in her area. "They pay off the village headmen, the officials, whoever can help them... and the villagers don't understand what is going

Ms Taween Seemaluang is one of those villagers. She sold 10 rai of flooded land to a broker a few years ago This year she got a tax bill claiming she owns 190 rai. which was used as collateral to borrow money from the BBoC, also under her name. "They took my identity card and did it themselves," she says. "I didn't know it had been mortgaged until 1 saw it on TV news. I have no idea how much they borrowed. I'm afraid. . . I can't sleep st night."

Ms Narisara is also finding it hard to sleep. At one time she was friendly with Mr Suchart and felt protected he used to eat in her restaurant when he would come to look at the land. But now, as result of her meddling, she must have continual police protection and sleep in a different house every night.

INTERNATIONAL NEWS DIGEST

### IMF to ratify Egypt credit

The international Monetary Fund is to ratify e new 24-month standby credit for Egypt - a recognition, in

A decisive factor in the IMF's decision, to be endorsed at an executive board meeting in October, was the acceleration of the privatisation programme since May, especially the selling off of majority stakes. The government has recently announced that up to 50

companies will be floated in the fourth quarter.

The new IMF programme will include six-monthly targets for privatisation, as well as reforms to the tax regime and the financial sector. It clears the way for the Paris Club of creditors to write off a third and final tranche of sovereign debt worth about \$4bn, agreed in principle after the Gulf war.

#### Thai refinery for exports

Thailand is set to get its first export-oriented petroleum refinery, following the weekend signing of a 8t33.3bn (\$1,3bn) contract by the industry ministry and Sukhothai Petroleum, a small oil trader, to construct a 125,000 barrel per day (b/d) facility in the southern province of Songkhia. The move comes in the same month as Thailand has became for the first time o net exporter of refined petroleum products.

The refinery, expected to be completed in 2000, will produce 47.512 b/d of diesel, 25,848 b/d of petrol, 13,962 b/d of kerosene and jet fuel, 9,555 b/d of low sulphur fuel oil and 400 tonnes per day of liquefled petroleum gas. Sukhothai executives said the refinery was the first project in o planned complex including a Bt3bn petrochemical facility producing 200,000 tonnes a year of high-density polyethylene.

#### Move to halt steel dumping

Thailand has put new duties on some steel products after local steel producers claimed European, Asian and Latin American producers were dumping products on the local market, Tariffs on cold-rolled stainless sleel sheets are now 10 per cent, up from 1 per cent. H-beam, I-beam, ond U-beam structural steel tariffs were increased to 20 per cent from 4 per cent and wire rod imports duty will now be doubled to 20 per cent. Ted Bardacke, Bongkok

#### Hong Kong to stay in Apec

Hong Kong will stay in the Asia Pacific Economic Cooperation (Apec) forum after its bandover to China next year, according to Mr Donald Tsang, financial secretary. He said Hong Kong's continued membership was eccepted by all other Apec members: "Apec is a collection of economies, not of sovereign states. So the change in 1997 for Hong Kong is a change of sovereignty which should not affect that underlying status that Hong Kong is an autonomous economic entity." John Ridding, Hong Kong

#### Hanoi ponders cash machines

Vietnam's currency, the dong, may soon be available from cash dispensing machines under a proposal to be put to the central bank. The only fully operational cash machine in Vietnam – in Hongkong Bank's Ho Chi Minh City branch - dispenses 50,000 dong (\$4.50) notes and US dollars, which are still widely used. Jeremy Grant, Hanci

### KPN: solid results.

KPN's sales increased to NLG 18.285 billion in the first half of 1996 despite price reductions in the telecommunications sector. Volumes grew in all arees of KPN's core business. Operating Income rose by 12.7% to NLG 2,186 million.

The growth stems partly from the relatively small increase

of 3.6% in operating expenses thanks to the controlled development of labor costs. Smaller additions to reorganization provisions also had a positive effect on the growth of operating income. For the full year of 1996, the Board of Management continues to expect a further growth of sales and an increase in net income. The Board has proposed an interim dividend of NLG 1 in cash per ordinary share of NLG 10 par value, or, at the shareholder's choice, an interim dividend in ordinary shares. The value of the interim dividend in shares will be 2 to 5% lower than the value of the cash dividend. The final interim dividend will be published on September 17, 1996.

PTT Post had an excellent first half, with sales up by 8.3% to NLG 3,217 million. The growth came mainly from higher mail volumes and from acquisitions in the first six months.

Volumes increased in all postal sectors, even in the highly competitive International mail market. Operating income increased to NLG 418 million, partly due to cost reduction programs.

PTT Telecom increased its sales by 3.3% in the first half. Sales

in millions of guilders	1st half 1996	1st half 1995*	growth
Total operating revenues	10,265	9,469	8.5%
describe decim	2,186	1,999	12.7%
Net income	1,209	1,114	8.5%
Great mailty	15.661	14,233	18.0%
Net iacome per share	NLG 2.61	NLG 2.42	7.9%

increased by 7.8% to reach NLG 6,919 million when adjusted for the effect of VAT introduced on January 1, 1996. The growth of sales came mainly from mobile telephony (40%), end-user equipment and national telephony. Growing comperition in international telephone traffic has put pressure on prices and caused a decrease in sales in this part of the market. Nevertheless, operating income increased by 10.7% to

NLG 1,770 million. PTT Telecom is rapidly expanding its international position. The most recent example of expansion is the interest in Telecom Eireann of Ireland.

KPN Kabel recorded sales of NLG 171 million in the first half of 1996 compared with NLG 118 million in the same period

last year. KPN Kabel has high initial costs. The same applies to KPN Multimedia which had sales of NLG 46 million, a rise of NLG 24 million compared with the first half of 1995.

KPN Half Year Reports are obtainable by filling in the coupon, or by faxing +31-6-0997794 or phoning +31-6-0998894 during office hours. They are also available for collection from ABN AMRO Hoare

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osman polls has be put off

### Clinton set to reign over a week of grandeur



dency. And ELECTIONS

every sign that voters applaud tbat restructuring. However. from today until Thursday, the Democratic party will meet in Chicago to hold a giant coronation for the downsized candidate. Every-

Over the

Clinton has

downsized

the presi-

podlum to the emotions ago, that he was "relevant," when quadriplegic actor Christopher Reeve will address the hall from his wheelchair.

But the presidential figure will loom largest of all: video screens in the hall will carry outsized images of Mr Clinton travelling cross-country to Chicago in a train called the 21st Century Express. Delegates will follow his progress via giant tracking maps. They will watch him greeting the crowds which cannot fail to turn out to see him ride into town aboard a campaign train once used by President Harry Truman. And they will note that he looks...well, presidential. The man who was reduced

scripted for opening night, has since learned an important lesson: bow to fill the psychological space in the mind of the nation which is reserved for "the President" At moments of national adversity - the bombing at the Atlanta Olympics, the crash of TWA flight 800 - he

bas assumed the national

grief and made it noblar. Mr Clinton has developed a knack for the presidency. He has done so by mastering the art of the miniature: the small idea, the microreality of American life. He haa abandoned great schemes for re-engineering American society to work "inch by inch" for change. As the irreverent political

columnist Maureen Dowd

puts it "Instead of the Great

ety. Instead of a rendezvous with destiny, he has an appointment with detail."

Society, Mr Clinton now Jular phones for neighbour-brings us the ltsy-Bitsy Soci- hood watch groups. sure - on crime, education or the environment - every But nothing was so symbolic of his downsized ambitions as the law he signed All last week he was keep- last week to make health

Mr Clinton has mastered the art of the miniature: the small idea, the micro-reality of American life

ing appointments with detail insurance portable from job in the Rose Garden of the White House, signing a law to raise the minimum wage alightly and appouncing an assault on teen smoking. For months already, his campaign - and his presidency have focused on the smallest of micro-issues: school uni-

to job. The man who came to office with a grand plan to revolutionise American healthcare had been reduced to micro-managing change. Campaign officials plan to maintain the barrage of small ideas throughout con-

vention week: the President

will announce one new mea-

tion. Mr Clinton will try to package the bits into something grander, a vision for America's future. If his new book is any guide, the whole may not exceed the sum of its parts. But the president's pollsters argue that it is those parts which matter most.

day. On Thursday, when be

accepts his party's nomina-

The argument is that voters, deeply distrustful of big government and big promises, prefer their president to be practical rather than visionary. That leaves Mr Clinton's pollsters to decide how he can make himself most useful. Ideas, phrases, even words are tested on

which allows parents to block indecent television programming.
As described in journalist Bob Woodward's new book, The Choice, this means Mr Clinton must occupy "a

his best lines sound more

Republican than Democratic:

curfews, welfare reform, and

attacks on big government

are traditional conservative

themes. Republicans accuse

This is deliberate. Mr Dick

Morris, Mr Clinton's shad-

owy political consultant, has

pushed the president to "neutralise" traditional

Republican issues by adopt-

ing conservative positions.
That frees him to campaign

on issues closer to people's hearts, like the "V" chip

him of ideological theft.

The irony is that many of dynamic centre that is not in the middle of what is left and right but is way beyond it." Mr Morris calls this "triangulation.

Others call it ideological confusion, and question whether the president obeys any principle except clectoral expediency. And that makes it hard to predict how Mr Clinton will oct if he marches from Chicago to a new term in Washington. In his first stint in the White House he has displayed multiple political personalities: new Democrat, old Democrat, and moderate Republican by turns. No one knuws which would dominate, if he keeps his seat in the Oval

Patti Waldmeir

Memories of the 1968 demonstrations linger but Chicago and its delegates have moved on

### City hopes to wipe slate of tarnished past

None of the delegates 1968, would not dream of gathering for this week'a Democratic convention in Chicago expects to wake to the smell of tear gas.

will aspire to grandeur, from the size of the multi-tiered

While the Democrats play out their made-for-television renomination of Bill Clinton for President this week. thousands of reporters and most of the American public will be treated to flashbacks to the 1968 convention, when the Vietnam War rent the Democratic party, and the dissent spilled into Chicago's

Back then. Chicago was a shot-and-a-beer kind of town, with factories running three shifts to feed the escalating Vietnam war, The police force was white and male, and the Democrat's legendary Machine, which penetrated every aspect of life in every neighbourhood in Chicago, was the force behind Mayor Richard J. Daley's national reputation as a kingmaker, the man who put John F. Kennedy in the

Nowadays, the city is more a place of health clubs than factories, many of which have migrated out of town. Gin mills have been replaced by coffee bars, and while there will be bundreds of young people in Chicago's lakefront parks this week. they will be playing beach volleyball, as they usually do in August, and, unlike in

protesting against anything. Political observers such as Mr John Schultz, who chron-icled the 1968 demonstrations, agree the convention point for Chicago, as well as for the Democratic Party.

"Richard J. Daley was the most powerful political person in the US going into the convention, and he came out stripped of his power," Mr Schultz said.

It took the Daley family alty, and in the meantime, the city diversified, thanks in large part to the adminis tration of the late Mayor Harold Washington, Chicago's only black mayor, a man who was able to bring together the city's fractured ethnic minorities into a majority coalition. The Harold Washington

legacy is visible today in the remarkable diversity in Chicago's police force and other public agencies. Chicago's police chief today, Mr Matthew Rodriquez, was a young hispanic patrolman during the 1968 convention. The private sector and Chi- windows of air-conditioned cago's universities have also opened up to women and minorities over the past two decades, leaving the face of Homes, a notorious public downtown more like Mr bousing project, tidily fenced Jesse Jackson's Rainbow vacant lots clean of rubbish Coalition than the old Mayor for the first time in decades, Daley's white establishment. and budding new neighbour edly in his presidency, using have destroyed the TWA



The stuff that memories are made of: police and demonstrators clash at the Democratic convention, Chicago 1968 unveit

new basketball arena where the convention will take place, and where Michael Jordan is king, anchors the city's renewal. Convention delegates, looking out of the buses that shuttle them from their hotels, will see the reconstruction of Horner

The "new Mayor Daley, trade legislation.

Mr Richard M. Daley, popularly known as Richle, is accommodate what is hoped more of a negotiator than his to be a diverse group of docfather. Now in his second ile demonstrators (permits for media, strictly limited. released at the weekend to return President Clinton four-year term. Mr Daley have been issued, time slots and his brother William have risen to prominence in parking passes distributed), the Democratic party, sup- city officals and federal secuporting Mr Bill Clinton early rity agents are more worried in the 1992 campaign and that Chlcago will draw the then backing him unreserve kinds of terrorism that may then backing him unreserv-

The United Center, the hood businesses that two their influence to put the years ago would not have president on top of critical ventured into the area. battles such as the Narta

assigned, toilets set up and

flight 800 over Long Island last month, and put a pipe bomb in a park at the Atlanta Olympics:

Convention security will be the tightest in history, with convention passes, even Although specific details are confidential. Chicago this week, sadly, is prepared for the worst, down to emergency evacuation plans in the event of injuries.

### Clinton seeks to derail Dole with train campaign

in Chicago

President Bill Clinton is whistle-stopping his way across the Midwest in a Hollywood-scripted campaign trek to Chicago, where the Democratic party today opens the convention which will nominate him to seek a second term in the White

Riding the same campaign train used by former President Harry Truman nearly 50 years ago, candidate Clin-ton will stump through the key swing states of Ohio, Michigan, Indiana and Illin-

He has given the train a New Age facelift, rechristening it the 21st Century Express. But the ritual of the whistle-stop campaign is vintage American. Presidents from Abraham Lincoln to Franklin Roosevelt have wooed voters from the railways. In 1948, President Truman travelled 30,000 campaign miles by train to come from behind and beat rival Thomas Dewey.

As convention proceedings begin in Chicago, Mr Clinton faces no such uphill battle. A Newsweek opinion poll showed the president's lead to the White House, and over Mr Bob Dole, the Republican challenger, widening. An earlier Newsweek cans, delegates to the Demopoll, taken immediately after cratic convention are likely in San Diego, had shown the Laurie Morse two candidates in a statistic leadership.

cal dead beat. The new survey puts Mr Clinton ahead by 7 points, while other polls give him a much larger lead. Campaign officials have scripted this week's two con-

ventions - the stationary one in Chicago, and the mobile one aboard the campaign train - to converge at a point which will boost that lead further. To that end. they say, Mr Clinton will spend the daytime generating news from the railways. announcing a new initiative on education, crime or environment every day, and being joined en route by what campaign officials call "American heroes" who embody his campaign themes.

The aim will be to manufacture the drama which the convention is likely to lack, building suspense for the triumphal arrival of the president on Wednesday night. That is the kind of drama which convention organisers will welcome: controlled excitement, not the tumult and violence of the 1968 convention, when police beat demonstrators outside the convention hall.

Like the Republicans in San Dlego, the Democrats will stress unity in their bid their party to power in Congress. Also like the Republithe Republican convention to be more extreme - in this case more liberal - than the

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### Clinton's book rushed out to catch convention sales

By Patti Waldmeir

President Bill Clinton's new book. Between Hope and History, rushed into shops today, promises "vision for America at the dawn of a new century". What it delivers is much more modest: a gest otherwise. mosaic of small political Ideas interspersed with fragments of

The effect is bitty rather than grand. And some of the bigger bits are missing altogether: the future of social security, Medicare and Medicaid (public health care for the elderly and poor) rate grasp the extraordinary opportuhardly a mention. The book nities of the age of possibility." aspires to be a statement of phi- But it does relatively little to different. . a truly progress-

Mr Clinton's aides insist that

the 178-page book, is not meant to be a campaign tract. But the timing of its release would sug-Mr Clinton says the book is

part of "the conversation I have had with the American people abont our destiny as a nation, our duty to prepare for the new century, and our need for a shared vision of twenty-first century America that will enable us to

losophy; hut reads like a hybrid throw that conversation forward. Ive vision of our future."

The tope is relentlessly cheer
The president may be wise to ful, like a speech by former president Ronald Reagan. It is infused with the spirit of can do optimism which made America great in President Clinton's childhood. But the path it charts to the 21st century is sketchy, marked hy the smallest of milestones: the promise of 24 hours of annual leave to allow parents to attend parentteacher meetings; a han on so-called "cop-killer" hullets; tax credits for college tuition.

All of these are popular with voters, but they hardly support offers no glimpses into the soul of Mr Clioton's claim to have "a a man who is one of the world's

limit himself to small boasts, bot if be wishes to secure his place in

history as a leader and not just a political operator, he cannot ignore issues of the gravest concern - such as Social Security and the other entitlement programmes threatened with collapse in the next century. If the president has a plan for dealing with these problems, voters will have to wait for his next book to

Disappointingly, the book most intriguing politicians.

Almost everyone wants to know what makes Bill Clinton tick: there are few cines here. Instead, there is the repetition

of the familiar New Democrat mantra: opportunity; responsibilltv: community. One section of the book is devoted to each. The first outlines government's role in "creating opportunities for all Americans," for example by raising the minimum wage

The second argues that government must "demand responsibility from all Americans" - toclud-ing "the responsibility of young

and offering education tax cred-

responsibility of men not to get them pregnant ... " and so on. The third ontlines ways to "forge a stronger American community" based on families and

neighbourhoods. Mr Clinton uses large parts to defend the record of his presidency, and to outline the ways Republican rule would destroy his achievements. As history, It is persuasive. But it largely fails to fulfil the promise of its title: to bridge the gap Between Hope and History.

Between Hope and History: Meeting America's Challenges for the 21st Century. Published today by women not to get pregnant, the Random House, \$16.95.

### Advertising curb may lift tobacco industry profits

#### But companies are more worried about the FDA's power, writes Richard Tomkins Curbing under age smoking

t is a rare day when the president of the US gives a boost to the tobacco industry profits, but that is what Mr Bill Clinton may have done with his attempt to crack down on under-age

At the end of last week, Mr Clinton announced a series of tough restrictions on cigarette advertising and sales with the aim of halving tobacco use by children and adolescenis during the next seven years.

One of the new rules will limit outdoor advertising to black-and-white text, so terminating the billboard careers of the Mariboro Man and Joe Camel: another will apply the same restriction to dvertisements in magazines with a significant youth readership and a third will ban brand name sponsorship

of sports events. If the measures succeed in tobacco industry's profits will fall. But few believe the

instead, they seem likely to produce big savings for the industry in advertising and marketing costs, which will flow straight to the tobacco companies' bottom line. One reason for the cyni-

cism over the effectiveness of the new measures is that this year Philip Morris, the under-age smoking is already illegal across the US, and advertising is beavily restricted: yet 82 per cent of smokers start before they President Clinton.

drugs. According to governweek, drug use among teenagers is soaring in the US in age? spite of prohibition and a total absence of advertising. Among youths aged 12 to 17, use of marijuana rose by 141 per cent between 1992 and

The tobacco industry says studies in the US and the rest of the world have demcutting cigarette sales, the onstrated that there is no link between advertising and the propensity to smoke. The rules will have that effect: most significant factors are little to do with the mea- tern University's Tobacco

peer pressures and the infin- sures themselves. Rather, it Products Liability Project, ence of other smokers in the

family. Against this background, the tobacco companies themselves have felt safe in publicly supporting curbs on under-age amoking. Earlier biggest US tobacco manufacturer, proposed a package of measures similar to those announced on Friday by But if the tobacco industry

As with cizarettes, so with has so little to fear from a crackdown on under-age ment figures released last smoking, why did it react so angrily to Mr Clinton's pack-One reason is that some tobacco companies could

lose through further restrictions on advertising because it will lead to brand consolidation. If companies cannot promote new or smaller way brands, smokers will tend to uct." buy the better known products, such as Philip Morris's Marlboro.

But the bigger factor has senior attorney at Northeas-

is Mr Clinton's decision to says: "Prohibition is not declare nicotine an addictive at all practical, and no drug and bring the industry one is proposing it. In under the jurisdiction of the fact, it's the tobacco indus-Food and Drug Administra-tion (FDA), which will make try and its allies that keep bringing it up in public disand enforce the new rules. cussion. That decision puts the

Tha anti-tobacco lobby

says this is just scaremon-

The danger for the tobacco tobacco industry in dangerindustry, however, is that if ous territory, because the FDA is required to ensure the FDA does not ban cigarettes of its own volition that the products it reguanti-tobacco lobbyists will bring lawsuits demanding lates are safe - a test that cigarettes may fail. that it should do so: and, Mr Bert Rein, an attorney for Brown & Williamson given the FDA's remit, such lawsuits could succeed.

Tobseco, the US arm of The tobacco industry is Britain's BAT Industries, therefore taking legal action savs: "The FDA's regulatory to block the president's regime is basically a ban, nomove. In a federal court in the state of North Carolina, ban, regime. That doesn't it will argue that FDA jurismean they are going to do it diction over the industry is today, but they have power under their law and governing statutes that goes all the way to banning the prodits arguments may well

prevail

Among other things, the gering. Mr Edward Sweda. industry will argue that it is

The new Food and Drug Administration rules will: Ban olgarette vending machines and self-service displays except in phices where under 18s are not allowed, such as nightchats. Require photo demonstration for anyone under 27 buying tobacco-productions

Ban Milboards within 1,000ff of sciences and playgrounds. black and white text only. . Limit advertising in publications with 18 readership to black and white text only.
[Significant means more than 16% or 2m.] Ban sales and gifts of caps, away products teaturing sponsorship of sports and other

tional: and Wall Street and on at least 20 previous tobacco analysts say occasions, it has decided against the idea: so the president is defying the will of

Congress. It will also argue that the for Congress to decide advertising restrictions are is one battle the industry is whether the industry should an infringement of its consti-

products resummy special comporate name may still be used.) unlawful and unconstitut be regulated by the FDA, tutional right to free speech The case is likely to drag on for years, during which time the tobacco industry will probably press Congress to pass a law explicitly bardetermined not to lose.

POUL USCE

### Lloyd's 'may face further court challenges'

**By Christopher Parket** in San Diego

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Further legal challenges to Lloyd's can be expected following a landmark court ruling last Friday, embittered US Names said

Court moves included likely "pursuit" by the Securities and Exchange Commission, the federal watchdog, and possibla con-sumer fraud action by the Colo-

Association, which rapresents ported the insurance market. Mr Chiate, an ANA board mem-

1,000 Names - individuals whose assats have traditionally supber and chairman of its litigation committee, was speaking after a hurriedly called association meeting which drew 300 members to San Diego in southern California on Saturday. The meeting fol-lowed an injunction issued on Friday by Mr Robert Payne, the US

US. The decision marks the first time a US court has ruled that Lloyd's falls within the scope of

US securities legislation. Giving evidence in last week's action brought by 93 US Names who claimed thay had baen offered insufficient information. Mr Ron Sandler, Lloyd's chief executive, said delay would be "devastating" for the recovery

Mr Chiate, a Los Angeles law-

as "pure, unadulterated hog-wash". The \$315m claimed from 2,700 US investors was dwarfed by the global sums involved and the worldwide taliy of some 34,000 Names, he said.

He noted that last week, while Mr Sandler was warning a US court of the dangers of delay, Mr David Rowland, Lloyd's chairman. was saying in London there was no need to worry about the US situation. "If Lloyd's was really concerned it would have taken

ANA, which has already spent \$2m on its campaign and which raised a further \$100,000 for a court bond at the weekend, was prepared to go on defending its members, Mr Chiate said. "But we would prefer a compromise."

Although Mr Payne's ruling applied to all US investors, extending the deadline for acceptance of the recovery plan until October 30 provided Lloyd's made the necessary disclosures. Mr

injunction or resolve it out of Chiate said he expected non-ANA court. It did neither," be said.

Chiate said he expected non-ANA members to accept the rescue pro-"They are either too ambarrassed by events or so wealthy that they are indifferent to the cost." be claimed.

Mr Chiate said Friday's ruling was s breakthrough. "It provides US Names with the opportunity of getting information they need and which Lloyd's bas refused to pro-vide. We are used to full disclosure in this country."

Editorial Comment. Page 15

### Manoeuvres enter final phase

week ago, tha warn-ing from Lloyd's was group of US Names succeeded in getting a US court insurance market's recovery plan, the impact on Lloyd'a would be "davastating" with dire consequences for the world's insurance indus-try at large.

Late on Friday, an injunction was indeed issued, hy a federal court in Richmond, Virginia. But by yesterday, the world bad not fallen around Lloyd's ears. And, to judge hy the market's authorities, the £3.2hn (\$4.96bn) recovery plan can stick to its timetable, with Names having to accept by noon on Wednesday, Meanwhile, an appeal against the injunction will be heard in Baltimore tomorrow.

The 11th-hour manoeuvring over the restructuring of Lloyd's has entered its final phase, and the time has come for bluffs to be called

3,000 US Names, the warnings of catastropha were intended to browbeat the US courts into accepting Lloyd's arguments. But Judge Robert Payne, in the Richmond hearing, showed no inclination to he swayed. While acknowledging Lloyd's predicament, he concluded that "the irreparable injury that plaintiffs and the other American Names would suffer if their motion is denied significantly outweighs any demonstrated harm to

3.000 Names, not just the 93 plaintiffs in the case. Moreover, Judge Payne concluded that - to Lloyd's dismay - the insurance market was covered by US securities law. The result, should the market fail to have the judgment overturned, is that Lloyd's will have to disclose far more information about how Names' liabilities have

Lloyd's" of issuing tha

injunction. That said, he

extended his ruling to all

been calculated. In addition, the way may have been opened for those going on inside Lloyd's head-

ery plan to sue in US courts under US law, perhaps offering greater redress if they can prove securities frand. Lloyd's, meanwhila, contends that the US Names are using a bluff of their own. According to this view, few of them would reject the recovery plan - which offers relief from their full losses -

position as part of a plan to deal for them. Lloyd's has already made concessions to the US Names once, by agreeing to a settlement with the states' securities regulators. This reduced US Names' liabilities in return for a promise that no

to pursue uncertain action.

Rather, they are seeking to

strengthen their negotiating

regulatory action will be taken against the market. Last night, a further sweetening for US Names was being dismissed as an option by Lloyd's insiders. But it is obvious that some pretty frantic thinking was

ouarters huilding. Ueually tha insurance market files returns to the UK Department of Trade and Industry about this time of year verifying its solvency. That timetable is not set precisely but soon Lloyd's is going to have to satisfy regulators including in the US - that it remains a going concern. Under Judge Payne's rul-

ing, however, US Names need not worry about such time pressure. Tha market has been given until September 23 to produce the information required by US securities law. The 8,000 US Names then have another week to pay the money they owe Lloyd's into an escrow account with the court in Richmond, and until October 30 to decida wbether to

accept the market's plan. Lloyd's, however, says the jndges' demands would be impossible to meet. In an unfortunate metaphor, Mr David Rowland, chairman, said at the weekend the amount of information required would fill tha



A series of disasters such as Hurrican Hugo, which hit South Carolina in the US in 1989, also created turmoil at the Lloyd's insurance market encouraging legal action from Names

Titanic. That raises the question of wbetber Lloyd's could proceed with its recovery plans with US Names either left out completely, or at least pondering whether to sccept. At best, Lloyd's might need to arrange bridging finance or find other ways of covering the liabilities of US Names to the sat-

Yesterday the prevailing wisdom at Lloyd's was that even if the worst happened and Lloyd's lost tomorrow's appeal - some way would be found of keeping the plan on track. The high level of support from the 34,000 Names worldwide was evidence of the momentum behind it.

But Lloyd's is deliberately keeping its cards close to its

chest. In seeking to have Fri day's ruling overturned it bas an incentive to exagger ate the difficulties presented Its lawyers are likely to argue in Baltimore, once again, that insolvency for the 300-year old institution remains a possibility.

**Richard Waters** 

#### London's bus stops sing to travellers

Long-suffering London has commuters wili no longer be allowed to walt in silen Some 350 bus shelters have been fitted with loudspeakers to biare out adverts while travellers wait for buses. On Wednesday shelters across the capital will be playing Virgin Radio as part of a campaign

for the UK-wide station. Bus shelters will soon be barking too as Walt Disney advertises the video of 101 Dalmotions in 101 shelters nationwide.

Advertisers are exploiting the fact that people spend so long waiting for buses that they are an easy target for a product pitch.

Last week the food company Del Monte announced it would be lanuching a lemon-smelling shelter to

advertise a fruit drink.
"Bus shelter advertising has become much more sexy and attracts clients that would have been unheard of a few years ago like perfume companies," said Mr Vincent Levin, managing director of More O'Ferrali, the UK's leading bllbboard

advertising company. The Virgin Radio shelters will piay music only between 7am and 8nm to avoid disturbing neighbours. They will also have

an off-switch. More O'Ferrall must be sensitive to public and local anthority concerns, says Mr

Ralph Atkins Lucy Kellaway, Page 8

### Decision of US court dismissed as a 'mess'

**By Nicholas Denton** 

British Names who oppose ery scheme said the US decithe Lloyd's recovery plan sion on Friday was and those who support it important share a common belief that the decision by the US district court judge last week will not demolish the plan. But they have come to that conclusions by diffarent

Sir David Berriman, chair-

man of the Association of Lloyd's Members, dismissed the judgement as "just the sort of mess that American courts can come up with". Names - tha wealthy investors who provide capi-tal for Lloyd's and have until Wednesday to decide to support the rescue plan for the insurance market - are known for the passion of their divisions. Yesterday

their reactions were surpris-

Both supporters and opponents of the market's recov-

Moderate action groups

have taken their tone from Lloyd's management. Mr Ronald Sandler, chief executive of Lloyd's, said earlier that defeat would be "devastating" to the market. Some critics have said Lloyd's was exaggerating the danger in order to win its court battle and encourage rebel Names to compromise. Before other audiences, Lloyd's manage-ment, which does not want to alarm regulators, often downplays the threat. Supportive Lloyd's members are putting ont a similarly

nuanced message. Mr Damon da Laszlo, chairman of the Feltrim Names' Association, which

warned of a potential apocalypse. "If they [the rebel US Names] derail the whole process and Lloyd'a ceased to trade that would be a disas-

ter for all Nam Sir David said compliance with the US order, which calls for Lloyd's to disclose more information to US investors, would be damag-

However, neither organisation of Names expected the restructuring to fail. Sir David said that the judgment would not overturn the

Mr de Laszlo of Feltrim did not expect the decision, which could force Lloyd's to borrow money, seriously to affect UK investors. "I assume that Lloyd'a will continua with the restructuring in the UK. It would be American Names that would sufsupports the package, fer most," he said.



#### Labour accused over takeovers

By David Wighton and

The opposition Labour party's plans to make takeovers more difficult will pro-tect inefficient companias and their "fat cat" managers, the governing Conservatives will claim in a publicity campaign next month.

Conservative strategists will focus on Labour's programme for boardroom reform in an effort to bolster their business vote.

Mr lan Lang, the trade and industry secretary, will highlight Labour's proposal that companies be required to put representatives of their suppliers and staff on the board. Although the idea does not appear in recent Labour policy documents, Mr Lang is expected to argue that it has

not been publicly ditched. Mr Geoff Hoon, a Labour industry spokasman, accused the government of 'lack of leadership" in an area where there is "widespread acceptance across industry" of the need for change. "The point about Labour's industry policy is that we have consulted with industry and are acting on

their concerns," he said. The Conservatives will also attack Lahour's proposal that when a bid is referred m the competition authorities, the bidder must show a merger to be positively in the public interest. At present, takeovers are allowed unless shown to be against the public interest.

### Tool company signs Simmons royalty deal

Webster & Bennett, one of the most venerable names within the UK machine tool industry, has signed an innovative deal with a US machinery company to share the costs of making and selling a new tool for the aerospace and railway indus-

The company has joined up with Simmons Machine Tool to expand sales of a UKdesigned system called Millennium which costs up to film and which is geared mainly to export markets. Simmons will make and sell the Millennium products

in north and south America. with Webster & Bennett receiving a royalty on sales. Mr Ian Exeter, managing director and joint owner of Webster & Bennett, said the deal was a "sensible move" to share the cost of launching the naw product. Its design was completed earlier this year after a two-year development costing some

£400,000. Expanding sales of Millennium by the Coventry-based company, with royalties received from the US group, should mean that annual revenues of Webster & Bennett will increase from some £8.5m this year to between 210m and 212m next year,

Mr Exeter said. For Webster & Bennett, set up in Coventry in 1837, the deal is an important part of its effort to re-establish itself after a disastrous period in

receivership of the Wickman machina tool group, of which it was then part, almost led to its demise. Wehster & Bennett was

bought from the receiver in 1992 by Mr Exeter along with S. A. Muller Machines, a Swiss trading company. Both Mr Exeter, who bad formerly been joint managing director at Wickman, and S. A. Muller own 50 per cent of the company.

The company's main prod-ucts, including Millennium, are highly precise and specialised turning and boring machines for use in the military equipment, aerospace and railway industries.

A particular application is refurbishing aircraft engines. Customers include General Electric of the US GEC-Alsthom, British Airways and Hughes Tool. Mr Exeter said taking a

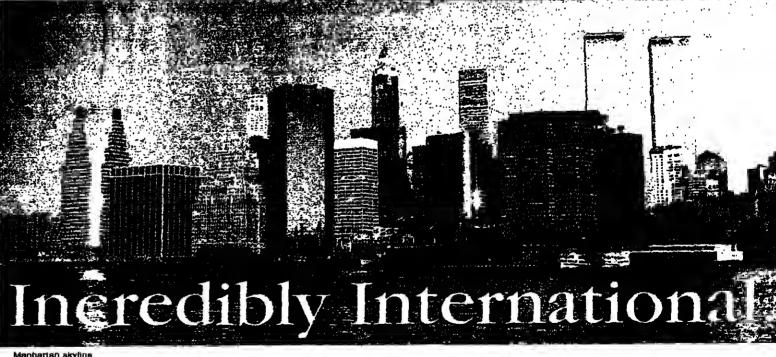
manufacturing partner early in the sales phase was a way of increasing sales worldwide while reducing the risk. The Millennium tools sold in north and south America will carry the names both of Webster & Bennett and Sim-

way equipment, especially Six jobs may be created at the factory in Coventry in England's Midlands, bringing the staff count to 56, Mr Exeter said. As recently as the 1960s the company had

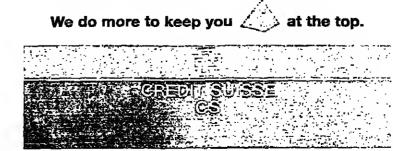
mons. Simmons is known

mainly for machine tools

specifically for building rail-



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Weighing the good, the bad and the ugly

to the second of the second of

undamentsls in South Africa come in three categories: the good, the bad and the ugly. And the government is increasingly baffled as to why the rest of the world, and an important part of South Africa, does not understand this, and shape their reactions accordingly.

The good fundamentals are predictably much talked ebout by ministers. They include democracy, a liberal constitution and commitment to improve the lot of the deprived. More immediately. they embrace an expected 3 per cent growth rate this year, inflation that is just about under control, and e macro-economic policy framework broadly welcomed by the business community.

Yet the rand keeps tumbling, and has lost nearly 25 per cent of its value against the dollar since mid-February. Pressure is again increasing on interest rates, and any further rise in the 16 per cent hank rate will exacerbate weakening investor confidence.

DATELINE

the markets, such as scrapping remaining exchange controls, or Johannesburg: accelerating the privatisation Goodwill doesn't programme. The first would risk disastrous outflow of capital, last forever. The the second would wreck the world is starting to understanding reached with a suspect what is suspicious trades union movement. In the short term, not wrong with South much more can be done. Even less can be achieved in Africa, says the short term about the bad fun-Roger Matthews

response. They do not believe they can do what is demanded by

damentals, essentially the inheri-

tance bequeathed by the National Party and its apartheid policies. These include massive disparities Much of the ugly flows directly of wealth, continuing racial tenfrom the bad. Crime has this year sions, poverty, deprivation and unemployment officially meaforced itself to the top of the national agenda, and - without sured at more than 34 per cent of some sign of a more vigorous offithe workforce. A start is being cial response - will soon begin to made, but ministers know the consequences of epartheid will threaten those fundamentals of take generations to overcome. which the government is proud.

The statistical evidence is There could not, therefore, he alarming enough, putting South Africa at the top of the world league for murder and rape. But worse is the growing perception that the government is powerless to act. The Moslem community in Cape Town has taken the law into its own hands by publicly murdering a known gangster. defying the anthorities aod threatening more direct action nationwide. Even more bizarrely. the gangsters staged their own

could not guarantee his safety. "I grew up among the gangs. They have been above the law for years," a deputy minister said resignedly. "Until you have e police force in which the people have confidence, you will not get witoesses [or] convictions."

armed counter demonstration.

Dullah Omar, minister of justice,

was later forced to abandon his

Cape Town home because police

much hope of a significant improvement in the short term.

But the short term is beginning to influence the long term. South Africa's savings rate is so low that little progress will be made in attacking any of the bad or the ugly without a strong and sustained inflow of foreign capital.

Last week the chambers of commerce from South Africa's four largest trading partners warned that violence was damaging foreign investment prospects. That followed the death of a leading German businessman, shot dead at his home in northern Johannesburg by car hijackers. At a subsequent meeting of the German business community, 16 of the 30 senior executives present said they had been the vic-

tims of violent crime. Christoph Kopke, the local head of Daimler-Benz, accused

the government of not trying to tackle crime seriously: "It must decide whether its main objective is anarchy or creating employment. If anarchy is the objective,

then it is doing a good job."
Tourism, which has the greatest short-term capacity for generating foreign exchange and creating jobs, has already begun to feel the impact, arrivals and hotel occupancy both dipping below last year'a levels. Meanwhile, there is growing evidence of skilled South Africans seeking work outside the country.

Ministers might be excused some bewilderment. At the start of the year all looked relatively rosy, with the rand still appreciating in value and the economy poised for stronger growth. The talk then was how many interest rate cuts could be expected in the 12 months ahead. The African National Congress

was also warming to power, confident it had the time to analyse, consult and furm democratic structures and policies which would provide the platform for the transformation of society in the decades ahead. But it is an organisation which, by its diverse nature, is ill-equipped to deal with crises.

President Mandela plays his main role as conciliator splendidly, but at 78 cannot cope with all the burdens of office. Thabo Mbeki, his obvious successor, is a skilled diplomat and party strategist, but shows few signs of offer-

ing more dynamic leadership. Mandela has yet to fire anyone on grounds of incompetence, and briefings givan by ministers to diplomats and journalists in Cape Town last week underlined how great are the disparities in talent Old loyalties can be admirable, but like ioternational goodwill they do not last forever. The ANC does not know what is wrong with the world, but the world is starting to suspect what is wrong with South Africa.

The Monday Profile: Tom Bata, Bata Shoe Organisation

### Patriarch still on his feet

om Bata is a polite and gracious man. He also has stroog views on things that matter to him. He urges foreign executives hired by his family's Torontobased shoe business to become Canadian citizens, and he wants the Bata Sboe Organisation to remain a private company because be and his managers have no time to attend to outside shareholders.

Bata - 82 next month - has especially stroog views about shoes. "This is a very, very peculiar business," he said in a recent Interview. "We may be in the unique type of husiness where knowledge of the product is very

Czech born, be inherited the family's industrial conglomerate after his father died in an air crash in 1932. With the help of relatives, he transferred the business to Canada ahead of the Nazi occupation of Czechoslovakia.

His forcefulness transformed Bata into one of the world's higgest footwear makers and retailers. By the late 1980s, Bata employed 70,000 people in 40 shoe factories, tanneries and rubber processing plants, and 6,300 shoe shops around the world. in its heyday, the group produced and sold 300m pairs of shoes a year.

But the last few years heve been difficult, and much of the blame has been directed et the man who describes himself as "the interfering petriarch" -Bata himself. The organisation has shed more than e fifth of its protection. And an 800-store chain in the US filed for protection from its creditors last February, less than a week after Bata sold it for a nominal sum. Bata India, with 1,200 outlets, has been in turmoil after big losses.

For decades, Bata had a winning formula: company-owned factories churning out cheap, sturdy shoes sold through Bata shops. The strategy was especially successful in unsophisti-



there was little competition. in France has sought bankruptcy Europe and North America, where upstarts such as Nike, LA Gear and Reebok wooed consumers with distinctive brands, flairful marketing, and constant switching of suppliers.

Bata might have dealt with its problems in private, which is how Tom Bata prefers to do things, if not for an internal upbeaval. Ironically, the turmoil centred on a team recruited in 1994 and 1995 to sharpeo the group's competitive edge. Six of cated third world markets where the seven recruits have quit.

They include the chief executive, But the formule became chief financial officer, head of acreasingly costly in western European operations, senior vice-president of human resources and vice-president of business development.

Peter Legg, the former human resources chief, laid the blame squarely at Tom Bata's door in a lawsuit earlier this month, Legg's statement of claim alleged that, despite earlier assurances to the contrary, Tom Bata "was desirous and insisteot on continuing to control and direct the day-to-day operations of Bata". Legg recounted an incident in October 1995 sbortly after the

executive, Stanley Heath, by Rino Rizzo, a long-time Bata employee. "Rizzo outlined his plan for success (which) in substance was a return to the past practice at Bata and in complete disregard for the mandate and plans of the senior executive team. The plan reflected the stated views of Mr Bata who interjected and elaborated on the plan as it was being introduced by Mr Rizzo."

Directors of Bata's holding company, who include several prominent European and North American executives, have commissioned a full review of strategy. The betting is that the review will reach the same conclusions as the recently ousted management team. The question is whether the owners and existing managers will want - or be

able - to implement them. Outsiders also wonder what will happen when Tom Beta finally lets go of the reins. His son. Tom Jr. failed to impress during e seven-year stint as chief executive from 1987 to 1994, while his three daughters sit on the boards of Bata subsidiaries but play no active part in operations.

Much could depend on Tom Sr's Swiss-born wife Sonje - 12 years his junior and every bit as energetic and forceful. Sonja Bata is e director of several outside companies, including Alcan, the aluminium producer.

Tom Bata, who still plays tennis regularly, has no doubt that the family firm will weather the reckoned with in Africa, Latin America and Asia. It has recently broken new ground by starting franchise operations in the Balkans, Middle East and some of the former Soviet republics. And in the US It still owns a strong industrial footwear business.

As Tom Bata himself puts it: We've had a variety of adjustments, and every time there was e dramatic change the organisatioo fortunately changed with it."

**Bernard Simon** 

#### FT GUIDE TO

#### Life with the utilities regulators

Britain's electricity and gas industry regulators have recently proposed the toughest price con-trols seen since the privatisation of the two national transmission systems run by the National Grid and British Gas TransCo respec-tively. Have the regulators been too tough? Too early to say. The way utilities are regulated in the UK is that you don't know if the regime is

too harsh until after the regulatory period ends. Then you can see how much more - or less: - revenue the companies made relative to the amount of money the regulator said they could make at the start of the regulatory period. For TransCo this means waiting until 2002, and for

Can the companies try to persuade the regulators

to go easier on them? Yes, up to a point. The sequence of events is that the regulator produces proposals which she, or he, claims to be "demanding, but fair". In response the company howls that they are "draconian and unfair". Discussion - the regulators abhor the word negotiation - ensues. The ideal is for the parties to reach a consensus, but the company has the right to seek the adjudication of the Monopolies and Mergers Commission (MMC) if it is not satisfied with the result.

Does the regulator have to back down if the MMC rules in the company's favour?

No. Regulators can then do what they wanted to do in the first place, as long as they have made no procedural mistakes. But to be fair, Clare Spottiswoode, the gas watchdog, has said she will abide by any MMC finding should the TransCo review

So regulators really are the remote, all-powerful and wholly unaccountable figures that the companies complain about?

Well, that is hardly the view of the watchdogs themselves, Ofgas and Offer. To push through tough reforms, the regulators have found it expedient to cloak themselves in the garb of consumer champions, although Professor Stephen Littler-general, looks a uncomfortable wearing it, and Spottiswoode last week toned down ber rhetoric if not her trade-

mark colourful clothes. The regulators have all commented on high executive pay in the utilities, and have become more attuned to the PR benefits of highlighting the savings to consumers of their actions - even if, as in the case of the Grid, the cuts represent

only £1 a quarter to households. The proposed cuts in gas prices are more substantial, with an everage reduction of about £28 a year in 1997, rising to £55 by 2002.

Is the latest round of proposed price cuts

politically inspired? Officially, no. The regulators are independent surrogates for competition in their industries. But government officials have "sat in as observers" in recent talks between British Gas and Ofgas, and ministers have not been shy in aeeking to accelerate gas competition, with e promise of lower prices, in the approach to the general electico.

Is "populist regulation" in danger of undermin-

ing "incentive regulation"? The idea underlying utilities regulation is that the regulator sets demanding targets, but targets which a good management can beat. The danger of setting unattainable targets is that the company loses money and is unable to meet its capital expenditure requirement. Worse still for the regulator, in the next review he or she may have to sanction a rise in prices. Unless, of course, they leave it for their successor.

Have the regulators at least been consistent in their method of analysis and determination? In the case of National Grid the company would answer No. It claims that Littlechild has changed his method of calculating the company's assets from one based on the cost of replacing the assets to one based on the "market value" established on the day of the Grid's listing last December. This alleged change results in Littlechild valuing the Grid at £4bn (\$6.2bn) instead of £5bn.

What about gas?

British Gas also complains that Ofgas has thrown out the traditional way of valuing TransCo, and in so doing has reduced the value of its asset base from £17bn to £11.7bn. That in turn will result in deep cuts to its allowed reveoues, as the rate of return will be calculated on e much lower base.

Are all the regulators meting out the same treat

ment to the privatised utilities? No. One big exception is the water industry regulator. Ian Byatt, who as director-general of Ofwat has refused to move the goal posts of the regulatory regime before current price caps next come

What is his justification for that?

He argues that tightening the price limits any earlier to reduce the profits made by water companies would undermine the incentives for them to find efficiency savings in the first place.

So he's been soft on the industry? Well, he has won the praise and confidence of the water companies and institutional investors.

Robert Corzine, Simon Holberton and Leyla Boulton



#### Stephanie Flanders · Economics Notebook

### Cleaning up the global economy

Policymakers must ponder the effects of money laundering

Wheo Commonwealth finance ministers get together in Bermuda oext mooth for their annual meeting, they will be aiming to condemn one of the fastest growing sources of international capital flows and announce efforts to reduce it. That is not exactly what ooe has come to expect from such gatherings. But theo, international money laundering is oot usually the thriving multinational busiss under discussion.

By common agreement, the twin forces of liberalisation and technological ionovation have mada the global capital market dirtier at the same time as maklng it larger. There are, of course, no reliable estimates of the amount of ill-gotten gains now finding their way into interoational capital markets. The more conservative experts say that about \$300bo-\$500bo is laun-dered every year. Others believe it is closer to \$1,000bn, more than the GDP of most countries.

Official outrage at the creeping contamination of money markets ls understandable. But before leaping in to tackle the problem, governments ought to be sure they can answer at least three questions. The first is why, precisely, the business of internatiocal mooey laundering has increased so dramatically. The second is less ofteo discussed: namely, whether governments should, in fact, devote time and energy to the reduction of money leundering rather than concentrating their efforts on the illegal activities that give rise to it. Finally, there is the related ques-

international crackdown could hope to achieve. Several of these issues are discussed in a recent survey of the subject by Vito Tanzi, an econo-mist at the international Monetary Fund. Tanzi starts with the question: why do criminals want to launder their money in the first place? His answer is that people working in large-scale organised crime and drug traf-ficking tend to earn far more than they can spend. at least in the short term. Ergo, they need to find ways to store their loot so as to preserve its value and -eventually - legitimise it.

The desire to launder assets overseas arises because the volume of money involved, and the concentration of drugs and mafia-related money in a relatively few countries, means that authorities in the loot's country of origin have a better chance of discovering internal Isundering efforts. The incentive to spirit But the author identifies several recent irends which have made It easier to invest large amounts of anonymous capital without raising suspicion. These include: • the rapld growth of stock markets in transitional and developing countries with generally lax systems of regulation

and supervision. • the growing share of international capital controlled through companies technically headquartered in tax havens. The Ceyman Islands, for example, with e population of 33,000. has more registered companies than citizens, and the islands tioo of whet, if anything an could boast bank deposits last



year of more than \$460bn. • the fact that painful structural reforms in many countries have left them thirsting for private foreign inflows.

But is money laundering - as opposed to the crimes which produce it - necessarily such a bad thing? We know that crime, in addition to its well-known social and political impact, has economic costs: It diverts resources from the formal economy. But once the money reaches the laundering stage, the dirty deed has been done. From an economic standpoint, at least, it is not immediately obvious why policymakers should seek to ensure that illegally earned money continues to be invested in illicit activities when it might be ploughed into legal busioesses which can be taxed, and will thus support formal-sector growth rather than distort it.

A related argument arises with

respect to dirty international capital. The growth in the volume and speed of international financial flows is sopposed to have increased global efficiency by attracting funds to the most profitable uses and by raising the penalties of inept macroeconomic policies. One might wonder whether it matters, for these purposes, where large chunks of

the money have come from. Vito Tanzi argues, forcibly, that it does matter, because the distorted incentives at work in the business of recycling illegal The reason is that, by and large, laundered funds tend to work against the goal of economic efficiency because their distribution is not driven by economic fundamentals, such as differences in after-tax rates of return or real interest rates

Rather, they move in response to differences in controls and IMF working paper, May 1996.

regulations which make money laundering a safer activity in some countries than in others. Thus, global economic efficiency is reduced, not just because of the allocation of resources to crime in the first place but due to the distorted allocation of the

So perhaps there are good reasons for the Commonwealth min-isters to persevere. But that still leaves the question of what they hope to achieve. The aim of the Bermuda meeting is to agree on a model package of anti-money laundering laws, with each country promising to explore ways of implementing it.

That resembles the approach taken by the OECD financial action task force set up by the G7 group of countries in 1989. But concerted efforts to tighten controls face a "free-rider" problem; they will always increase the attractiveness for a country of being one of a limited number of safe havens.

That poses a difficulty for any agreement intended to include a wide range of developing countries. As Tanzi notes, the fact that money launderers are not fussy about economic fundamentals can help governments continue to pursue lax fiscal and funds impose costs of their own monetary policies if they are equally unfussy about the origin of capital inflows. A pact with the devil, perhaps. But for many countries it may seem more attractive than signing up to a global financial market equivalent of Neighbourhood Watch. Money Laundering and the International Financial System,

at a pilot over Kuwait, it hit a child in Leicester.

The Royal British Legion axists to support serving and ex-service men and women, their families and dependents. A total of mora than 16 million paopla entitled to call on us for help. Last year, over 200,000 of them did. Here are a few of the ways that your donotions enablad us to provide it.

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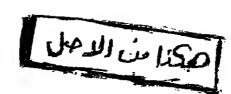
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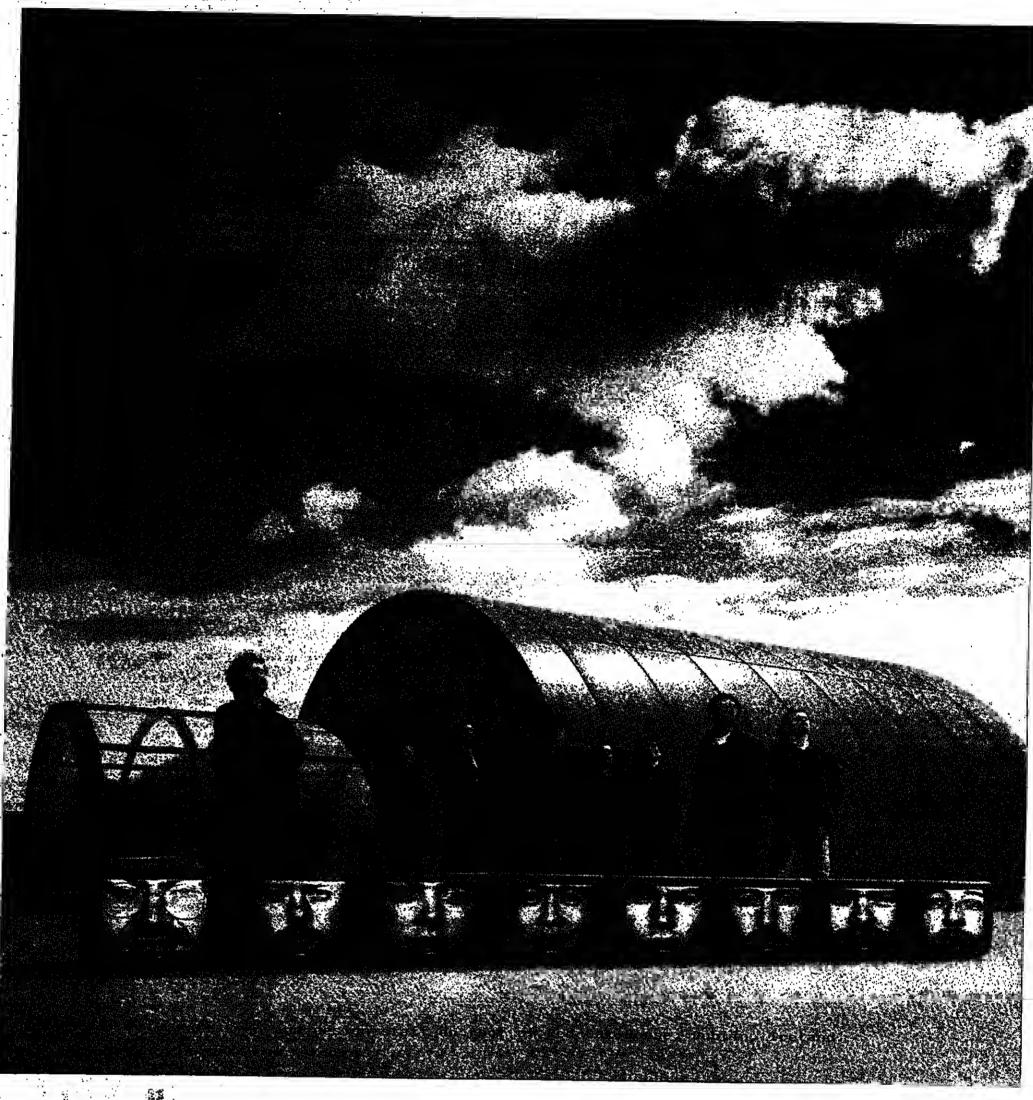
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FINANCIAL TIMES MONDAY AUGUST 26 1996

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IRED

HOE TO



It's nice to meet you.

It's Matt Ryan's job to listen.

As a Senior Designer at LG Electronics Design-Tech, Matt must intimately understand the different aesthetics of each European country. And then translate that understanding into intelligently designed TVs, microwaves and other products. (Matt and his colleagues even helped design their company's Red Oak House headquarters.)

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#### **MANAGEMENT**

always exuded an air of self-confidence. With a name that is the bestrecognised brand in the US, a proven knack for setting the trend in consumer electronics, a history marked by its achievements in paving new paths for the industry, the inventor of the Walkman and the compact disc. it has had good reason to feel sure of itself.

But as Sony's management looks to the challenges that lie ahead, it will oeed to muster all the collective self-confidence it can to attain the goal the company has set for itself. In a year in which it celebrated its 50th anniversary, Sony has outlined its ambition to become "the leading maker of consumer electronics in the digital age," as Nobuyuki Idei, Sony's president, puts

Idei, who has been at the helm for just a year and a half, is the first to admit the enormous challenges this presents. The ongoing spread of digital technology "will affect our way of making things in very fundamental ways", he

Sony's growth from a small company selling transistor radios in war-ravaged Japan to a \$4bn (£2.5bn) global business has been the history of the development of consumer electronics using analogue technology. "But after 50 years, the industry which depended oo analogue technology is coming to an end." Idei points

In the past several years, digitai technology has spread through the consumer market in the form of compact discs and MiniDiscs - products which Sony piooeered. But two impeoding developments, in particular, make it certain that the impact of digital technology on the consumer market will usher in more

fundamental changes in future. For one thing, the shift to digital broadcasting in the European Union, the US and Japan means that the boxes that receive entertainment in the home - TV and radios - will have to become digital. PCs and networks, or information technology, will encroach further into Sony's core business of providing home entertainment, ensuring that digital technology dominates the living room.

This will happen in a big way when the Internet moves from narrow-band to broad-band networks, through cable and satellite, allowing more visual informstlon to speed down the information highway. "The Internet will quickly become more like TV," Idei notes.

These changes, which idei sees happening rapidly, represent the convergence of information technology and consumer electronics particularly the audio-visual products which have been at the core of Sony's business.

In the face of what has been a rapid march towards that convergence, Idei recognised that Sony would need to change in order to defend its position in the living

He saw a need for a "regeneration" of the company that would enable Sony to be the one to offer pate in online networks.

The Japanese giant has had to redefine its strategy to compete in the digital age, explains Michiyo Nakamoto

# Sony's defence of the living room



games and other home entertainment on the PC and through net-

"Sony wants to be the company that brings the PC into the home," says Kunitake Ando, president of Sony's information technology company. But to do so it will have to change from an analogue to a digital company.

One of the first steps Idel took towards that objective was to redefine a strategy for Sony in the digital age. He coined the phrase "digital dream kids" to send a message to employees that the company would have to shift the focus of its products from analogue to digital technology. But making digital consumer products will not be enough to achieve that goal, Idei believes. The company needs to expand into information technology, that is to make and sell PCs which have an undeniably important role in shaping the new age of digital entertainment and partici-

establishment of a new IT company within Sony's 10-company structure in Japan and a strengthening of its IT research is already fierce and, conse-and development. Earlier this quently, profits are difficult to year Sony unveiled the Valo, an upper-end PC made by Intel, the US semiconductor manufacturer, which will go on the market in the US under the Sony brand this

he move into PCs is a gamble for Sony. The company is already deeply involved in the computer business through the peripherals and components it makes, such as monitors, floppy disc drives, CD drives and semiconductors.

However, as far as PCs are concerned, its record has been unimpressive. Sony failed to make inroads into the PC market with an early home-use PC which was developed in the early 1980s under Idel. It has since brought out a palm-top PC, which was That decision by Idei led to the dropped after a year, and a work-

station, which has a limited mar-

Competition in the PC market come by. Critics have questioned what Sony can offer PC users - a market it has little familiarity with. "Sony, unfortunately does not have strength in PCs," concedes Kenji Tamiya, senior managing director in charge of communications. "All the expertise it has in the audio visual world, it is beginning to build up in the PC

world."
"The rules of the game are different," adds Ando. "In the audio-visual world, Sony has been a holder of the technology format. But in the IT world not only is Sony a latecomer, and therefore unlikely to be a standard-setter for some time, if ever, it also faces a market in which it is very difficult to differentiate your products from those of your competitors."

tal changes to the corporate cul-ture as well. For one thing, since software will become increasingly important Sony has had to nurture a new kind of engineer who can understand both hardware and software, such as operating software, says Minoru Morio, executive deputy president responsible for technology.

An engineer who designs a video recorder, for example, must also understand the semiconductors that will determine what the video will be able to do and how it will do it. Trying to educate is equivalent to realising a cultural revolution", eays

Breaking with age-old habits which have no place in the digi-tal age has also been an important issue, Idei admits. "Past experiences led to unwritten rules about what Sony will or will not do," he says. "For example, since Sony made magnetooptical discs, it was taken for granted that it would not make hard discs which compete. But we have to remove such restric-

At the same time, Sony, which has fought its fair share of bitter standards were and has a reputation for going it alone, acknowledges that it needs to co-operate with others to overcome its weaknesses and to embrace the open culture of the Internet. My mes-sage is that Sony will be open and wants alliances," Idei empha-

Furthermore, these changes to the way Sony operates have made it necessary to re-think the corporate identity. "Sony used to make things that were different from those made by everyone else. That is what made a product, a Sony," says Idel. "We ourselves may have come to think that being Sony meant

Perhaps the biggest risk Sony faces in its gamble may be the impact that its new PC business could have on its image.

doing something different.
"But I think this is wrong. I think it is possible to make the same things as everyone else and still make something that is uniquely Sony. For users, what At the same time, the digitalismakes something a Sony is that think, will be a very exciting ation of Sony cannot be accomit is good. It is a perception of time, he says.

had ignored the advice of the

reliability, good deeign, sophistication and something slightly unique. In the age of the network, we have to continue to redefine what makes something a

Sony," he notes. Whether or not Idei's message to become "digital dream kids" takes hold at Sony will have a crucial bearing in achieving its goal. But perhaps the biggest risk Sony faces in its gamble may be the impact that its new PC business could have on its

That image, one of the company's greatest assets, will be more fully exploited in the IT market where products it now sells under other companies' brands will increasingly be sold under the Sony name.

The problem is that Sony is not used to dealing with the kind of customer queries and demands that are a part of life in the computer world. In the audio-visual market, users expect to be able to use a product as soon as they bring it home. But there is a 15 per cent return ratio in the US PC market. This is unthinkable in the audio visual world," says

Against such obstacles, Sony nevertheless still feels it needs to he in computers hecause knowledge of computers and what people want from them will be crucial to maintain its status as the leading provider of home entertainment in the digital age.

"Vaio is an entrance fee." Idei says categorically. Because "if you are not making computers, since change is happening so rap ldly, you can't keep up", he explains. "I don't aim to take market share in PCs, but to use the PC as a step to go on to the

next step." .... Sony's management is also driven hy the conviction that their company can be the one to hring the PC into the living room. "Existing PCs do not offer any of the features of a home-use product," says Ando, who admits that he himself finds it difficult to use Windows, the operating system launched by Microsoft which was supposed to make PCs

Not only are PCs difficult to use, the quality of the sound and graphics they offer are far below the standards expected from a TV or CD-player.

With its experience in massproducing consumer products which people find easy to use, its expertise in designing and packaging those products attractively, its knowledge of what consumers want, its global distribution network and, above all, the power of its brand, Sony executives are confident that the company is well-placed to lead the convergence of information technology and consumer electronics by making IT "more fun", as Idel says. "Sony knows the livingroom culture," Morio emphasises.

Having defined a future direction for Sony and instigated a cultural revolution within Sony, Idei is preparing to further the company along that route through a number of alliances which he sees as crucial in determining its success in achieving its goal. "The next three years, I



#### PARTNERS

#### Working Title Films

Film producers Tim Bevan, 38, and Eric Felbrer, 31, became partners in Working Title Films in 1992. Since then they have averaged four films a year, with an annual budget of £160m. Their most profitable film was Four Weddings And A Funeral, which cost \$4m (F2.6m) to make and grossed

Time "After Polygrem became involved with Working Title I was looking around for a new partner and Eric was the obvious choice. He'd covered the same ground, in that be knew how to find scripts. raise money and package

things up. He is more laid-back than I im, more socially astute, a better diplomat. I tend to be a bit more aggressive and abrupt. I'm more compulsive, he's more considered, so our personalities complement ach other.

We started off doing everything together, then duplication of manpower. There's no point us both being in every single script or cost meeting so we split the films between us. We make the major decisions together, like which films to make, then one of us takes over running the

I think we look for different things in a script I'm certainly more character: driven than Eric. At the ent I'm making Borrowers, which is a kids film, and his main picture is Enemy Within, with Sharon-Stone, Although his is action packed and sounds like a sure liet, they'll both be good. I have 100 per cent confidence in his ability as a film producer. The brilliant thing about having Eric as a partner is that I can go away for a week and know that he can cover everything." Eric. T was in the process of

same time Tim was doing his deal with Polygram, so the synchronicity was perfect. We went from being competitors to being partners. It was a bit nerve wracking at first because Tim had a fearful reputation in the business. I'm a classic Libran. I like to procrastinate, play devil's

advocate and look at every side of a problem before making a decision. Tim is brilliant at being the opposite. in the general day-to-day things I make up my mind quickly, but on the bigger decisions I take forever. Things like the choice of

writer, director and the size of ; the budget Sometimes he'll force me into a decision hut it helps in that I can take the edge off his excitement about

We won't make a filin unless we both feel strongly about it. It's like a marriage in that we never come out and say, 'no, don't do that we just sent out signs.

Affhough we have our individual projects, I don't see it in terms of his film or my if in terms of the limit of the film, it's always our film.
Sometimes I help with the marketing and finance on this and he does the same on mine. Films are like small businesses, albeit \$5000 one so we switch between playings, the role of chairman and inanaging director."

Fiona Lafferty

### A gimmick that's a worthwhile tool

wo rival bits of publicity tools do have some worth, but arrived in my in-tray last week. One is titled "Management tools measure up". The other is called "Take your fad and stuff it". The first is research from the Institute of Management claiming that benchmarking, TQM, reengineering and all those other fads really do work. Apparently 73 per cent of senior managers in the UK say that companies using these tools are more likely to succeed than those that do not.

The second is an excerpt from a new US management book, Fad Surfing in the Boardroom by Eileen Shapiro. She takes the (increasingly popular) view that management gimmicks are being churned out by greedy consultants, while poor confused managers no longer have the courage to make their own decisions

So who is right? Behind the headlines there turns out to a sorry lack of real dispute. Both sides agree that macagement and doubtful whether it still

they need to be custom-huilt to suit the particular business. The difference is one of degree, and neither side is particularly con-vincing. It is no surprise that if you ask managers who have lovingly drawn up their own mission statements and who benchmark everything in sight whether they respect other companies that do likewise, they will

say yes. And as for Shapiro, I note that she is president of a US consulting company. Presumably she does not include her own business solutions in her diatribe. Maybe she regards hers as unique products designed exclusively for each client, and which bear no fancy name. I wonder if she prices them accordingly.

I am sick of the glass ceiling. Sick of it as a cliched metaphor



**Lucy Kellaway** 

exists - at least not in the way that all those whingeing women would have us believe. Thus I was pleased to read a letter in the FT last Wednesday from an M.B. Maunsell, a 50-year-old female partner in a firm of solicitors. She argued that if you expect there to be a glass ceiling there will be one. Admittedly it is easier to agree with her if you are in the relatively unsexist worlds of law or journalism. Yet even in other professions I think the time is coming for women to change their approach: stop moaning about the glass ceiling, and concentrate on doing their

jobs, fighting their own wars and see what happens. I depart from M.B. Maunsell when it comes to her recipe for success. Women (and men) will get on, she says, if they treat everybody with courtesy and compassion. A nice idea. Possibly her fellow partners fit that mode. But is your boardroom full of compassionste peopla with impeccable manners?

in 1993 Clive Thompson wrote a memorable article in the FT about Rentokil's new corporate

identity experts and refused to change his company's name. Instead he spent 18 months on a process that resulted in a slightly more elegant typeface for the in red. This line, he solemnly told us, emphasised that Rentokil was one word and not meant to be broken down into Rent-to-Kill. Just three years later the company is to change its name to Rentokil Initial. There are further exciting alterations to the logo: not only is the word Initial in blue, but the line underneath is now in black (the company explains that this makes a connection with the royal warrant which is also in black).

Never mind all these lines and colours: the new name is surely the beginning of the end. Rentokil Initial has more syllables in its name than any other stock in the FT-SE 100 with the exception of Grand Metropolitan, and that

How do you feel about inhaling the synthetic scent of a soft drink as you stand waiting for the bus? Surely it is bad enough having to look at garish posters without having your nose assaulted too? At first I felt indignant but now I have calmed down enough to

realise that the scent may be bet-

ter than the stale urine and

exhaust fumes that are the natu-

everyone calls it GrandMet. I am

prepared to bet that in another

three years at most it will be

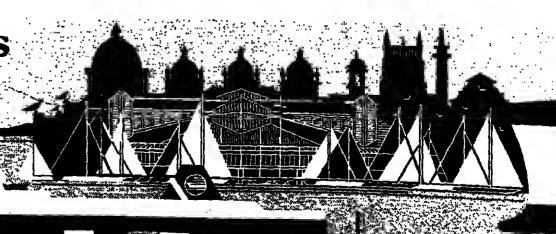
called RI Group.

ral aroma of bus shelters. In any case, it turns out that only a dozen London bus stops are going to be scented, and only for a fortnight. It is the same syndrome as Tony Blair's devil eyes: advertisers using gimmicks to create maximum free publicity while spending as little money as

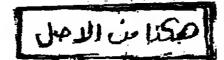
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identity. He explained how he has proved such a mouthful that



## Testing creates new scores

schools, will soon be transformed from a pen-and-paper test into one delivered by sophisticated high-security computers.

4

From October 1997, students taking the GMAT, the graduate management admission test (pronounced 'gee-mat'), will have to take the computerised version. The only exception will be in extremely remote areas where severe technical difficulties could disrupt the

And instead of holding the exam on a Saturday morning, four times a year, test centres will have to remain open six days a week throughout the year. "The appeal of this is that students will be able to just phone up and make an appointment," says David Wilson, president and CEO of GMAC, the

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council which created GMAT. Others are less enthusiastic. The system adopted by GMAC is computer adaptive testing, where the computer adapts the difficulty of the questions to the ability of the

he GMAT test, widely student So, if the student answers regarded as the entrance examination for husiness tion will be slightly harder; if not, the next question will be easier.

This could seriously affect the results for some students, says Eugene Romer, managing director of GTAC Associates, in London, which coaches students to get high GMAT scores.

He advises applicants to first answer all tha questions they find easy, and then go back to the ones they find difficult. With adaptive computing it is the computer, not the student, which decides the next

"We tell students that the GMAT is a test of how flexible they are in their thinking, but this system will cut down on the choices they have to make and so reduce that," says

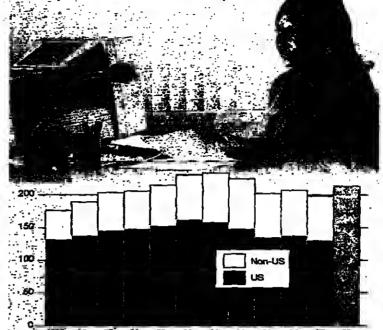
Another drawback for the student will be a yet-undetermined rise in the fees for sitting the test to cover the costs of the expensive equipment. At the moment it costs \$84 (£54) to take the test in the US:

\$94 overseas.

only a proportion of today's test a question correctly, the next ques-tion will be slightly harder; if not, pate. For example, Richmond, the American International University in London, one of the four test cen-tres in London where some 50 students sit GMAT every quarter, has not yet decided whether to continue. Computerisation will make a "huge difference" to operations and will be "administratively cumbersome", says John Pearson, associate dean of students.

> ollowing several disappointing years during the recession, the number of students taking the GMAT is slowly beginning to rise again. Today the test is taken on 940 sites in 170 countries. "Federal Express absolutely love us," jokes Wilson. So far only 162 sites outside the

US have signed up to administer the computer-based test. However. Wilson is confident that the advantages outweigh the drawbacks. In the past, he says, many students have signed up but be available in seven to 10 days. missed the test because they were A further consequence is that suddenly sent overseas, or were testing will have to handle the



**Graduate Management Admission Test** 

too busy or ill to sit the exam. With between 50,000 and 75,000 peopla presently taking the penand paper test at each three-monthly session, the marking procedure takes five weeks to complets. With adaptive computing the results of the multiple-choice part

The computers needed for the

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adaptive software and also take a photograph of the student sitting at the terminal.

To prevent a brighter student sitting the examination for a less able colleague, for example, this digital photo will automatically be sent with the GMAT test results to busiof the test will be available immepess schools when they request an applicant's score. diately and the essay results will

Wilson says GMAC has "not yet crafted policy" oo how often students will be allowed to sit the test.

### **NEWS FROM**

#### Insead expands its **MBA** course

Inseed, the international husiness school based at Pontainebleau, near Paris is expanding its master of business administration (MBA) course to take on an additional 140 students by next year. The increase is part of a general expansion plan by the business school which inclodes a 30 per cent increase in research. an additional 13 faculty members and a large building programme.

Insend decided to expand the MBA programme because it was turning away qualified applicants. This month's intake of MBA students stands at 460, but by next year the number of students should

rise to 600. Insead: France, 1 60 72 40 00

#### Talking computers master the language

For managers who want to brush up their Spanisb, Prench, Italian or German the Berlitz Think and Talk series has been adapted by Guildsoft into a software package that will run on a Windows-based PC. Speech recognition and playback

technology mean the machine can analyse and correct pronunciation. Guildsoft: UK. (0)1752

#### How to choose a business school

The UK's Association of MBAs (Amba) has published its 1996-97 Guide

to Business Schools. The handbook cootains listings of international schools together with school profiles and advice on which course to choose. Amba: UK. (0)171 837 3375

#### The first lord of the business school

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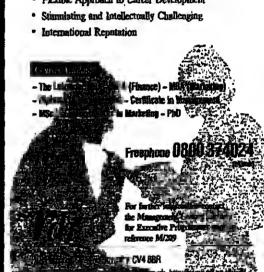
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Michael Thompson-Noel · Sport

### The Mr Cleans face an uphill struggle

drugs are banned in sport. But as the stakes for which sports stars compete spiral higher, the anti-drugs argument is being portraved as archaic, mainly because it is now said to be impossible to tell who is "clean" and who is not.

Sebastian Coe, the great British runner and world record bolder, has been a lifelong enamy of the druggies, and of the biochemists, doctors, coaches and pushers who assist them.

There are three big objections to drug-taking," Coe once told me. "It's morally wrong - cheating. It'e dangerous - people die. And it's unnecessary. Unfortunately, the more sophisticated science gets the more people will be drawn to drugs. We are having to deal with sci-fi chemists who are given a full-time remit to work on better and more undetectable drugs. There is no alternative but to ban for life an athlete who is positively

That was nine years ago. when Coe was still a track star. Since then, things have got hlurrier and more com-plicated, with the biochemists said to be easily outpacing the sports drugs police.

ews last week that

you can now visit your doctor (private)

at your local UK railway station is the first clue to

the thinking of Railtrack ebout

the way its sees its stations. Rail

stations are large and under-used

and thus well placed to help the

revitalisation of city and town centres. The secretary of state

for the environment, John Gum-

mer, has belatedly realised he

has to do something about these

places, having let market forces

remove so much urban vitality

will have to be legalised if the does-he-doesn't-he debate is to subside.

Dr John Hawley, director of the high performance lab-oratory at the South African Sports Scieoce Institute in Cape Town, is one of those who claims it is no longer poseible to tell who is "clean". In the September issue of SA Sports Illustrated Hawley says that whenever a medal winner stands on a podium these days, he doesn't know whether it is the ethlete or his or her drugs that are being saluted.

"You can't ignore it," says Hawley. "There's no question that drugs are a big part of today's superior performances. I'm not going to mention any names, but you look at the physiques of those guys: you just don't get pectoral muscles like that from hage heach presses, in the strength and power events I would say that as many as 50 per cent of competitors at the Olympics have used performance enhancing druge, maybe

Perhaps, says Hawley, the only way forward is to legalise the use of steroids and all other enhancers. "Maybe we

morally wrong as it sounds, I actually think that's the way to go." That is not an origiauthorities to brush it aside as eccentric.

Primo Nebiolo, president

of the International Amateur Athletics Federation (the word "amateur" in its name is almost wilfully anachronistic), said last week that athletes who break world records at next year's world (outdoor) championships in Athens would receiva a £66,000 bonus. Nehiolo said he had the backing of a sponsor, and that he hoped similar bonuses would be on offer for world records at the world indoor championships. World Cup and IAAF grand prix final.

At present, ethletics' richest prizes are those at the privately supported Zurich grand prix meeting, which has a budget of £4m and offers bonuses of £33,000 for world records. All this prize money is

unlikely to encourage athletics stars to fling their pills and potions out of their speeding Mercedes, And here records (even for the 50km walk) are measured in him-

here are good rea. As a result, there are those should just make steroids dredths of a second. Could I sons why many who maintain that all drugs legal. As unethical and as he the only person in the Isgal. As unethical and as be the only person in the world to imagine that some blochemist is dreaming of a way to lower a world record nal suggestion. But, it is by 0.01 or 0.02 of a second in becoming harder for sports a dozen consecutive races? Surely not.

> ■ Sao Paulo'e soccer team took a white flag on to the field for their home match against Babia in the Brazilian championship the other day, to show support for a peace campaign to protest against city-wide violence. But as soon as the game started, players set about each other with vim, kicking

and elbowing wildly. Bahia were the main culprits. Two players were eent off for fighting. At halftime the referee had to be escorted from the field by police. In the event, two late goals by Colombian international Victor Hugo Aristizabal gave Sao Paulo a 5-2 win. Aristizabal is immensely cool "You

I would hete to sound pluggy, but I hought one of those new snowshoe-framed. super-strung, super-priced

(£199) Dunlop Longbow tennis rackets recently, and it is

everything its maker claims.

The first time I used it in a

competitive match I almost

second service that flew vio-

killed my opponent with a

lently off the centre line, magnifying a small degree of aide-spin into a head-chopping ricochet.
As shots flew from my need to be calm with the hall," ha said after the racket to parts of the court I match. "It has to be treated had never thought about men's game. before, I started to wonder where the debate about power tennis, which has

raged for 30 years, had got

Slazengers, the two main another word, though not a divisions of Dunlop Slazen- scientific one. By slightly ger International Slazengers eupplies 34,000 specially-made balls to the Wimbledon tournament, and says it is Europe's leading tennis ball maker. I asked whether its Wimbledon balls this year were the same as last year. that is, slightly less pressurised than of old, to help tame the power freaks in the

The answer was Yes though you should not refer to ball "pressure". The correct term is "rate of forward compression" - the way the So I spoke to a man at ball pings off the strings, Dunlop and then to a man at "Bouncinees" would ba

scientific one. By slightly reducing the bounciness of the balls at Wimhledon, Slazengers has achieved a small reduction in the speed of the ball through the air. (To complicate things, this year'e Wimbledon balls were a brighter yellow than hith-erto, which may have aided players' speed of

reaction). However, at some tournamente, especially those played on clay, the organisers have been increasing the bounciness of the balls. The result - attractive from the players' viewpoint - has been to reduce the speed of grassplay while hoosting

that of clayplay. Does this have anything to do with ordinary club players? Not really. So far as I can tell, the racket makers will continue to develop high-tech rackets for you and me, though the emphasis at present is on racket "comfort" and control. However, if tennis at the lower levels started to speed up crazily, all anyone would need to do would be to reduce the hounciness of balls sold to the public.

Meantime, the claim that power tennis is ruining the professional game seems as dead as the dodo.



is another thing. Treck

### It is not too late for visions

They also take an avuncular view of new architecture in towns, urging sympathy for local vernacular styles and caution concerning radical new designs. The dog days of August, when

to the edge of towns. His department's most recent lanning policy notes are zealous in their hope of encouraging the rejuvenation of town centres.

ness depends on the interpretation of the rules hy small com-mittees of local politicians.

& FOREX

WELCONE WELCONE

Union

many of us find ourselves on a rare visit to a country town or with a little more time on our hands to look about us, are a good time to consider how the built environment comes to look the way it does. The tentacles of

Colin Amery · Architecture

the planning bureaucracy reach town planning that prevent a had the rare gift of being able to visionary drawings showed how long and far, but their effective- raising of standards. As part of look at towns and cities as a the planning process can be used my August reading I have been enjoying a new hook, Gordon Cullen, by David Gosling (Acad-Local considerations and attiemy Editions, £45).

tudes matter, but it is hard to Cullen's name probably means little to anyone today. He was an detect consistency about quality artist and architecturel draughtsman who died in 1994 of environmental standards. Indeed, it is the lack of informed the inventor of something called government leadership and the poverty of direct government "townscape". patronage in architecture and

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FUTURES-OPTIONS-FOREX

He was an architect, but be

whole and make it clear that everything we see is designed, and therefore everything we see can be improved.

This new book is not just a tribute to his unsung genius but also a biography of a man who took on the planning hureaucracy and made it clear that nothing in the built world happens of its own accord. His minster, the centres of Edin-thing seem new and possible.

to create a beautiful world. They had some effect, but it would take 1,000 Gordon Cullens to end tury to the city. the process of compromise that so often results in mediocrity.

In the book Cullen tackles many of the places that are currently the subject of development: Manchester, Greenwich, St Paul's cathedral precinct, West-

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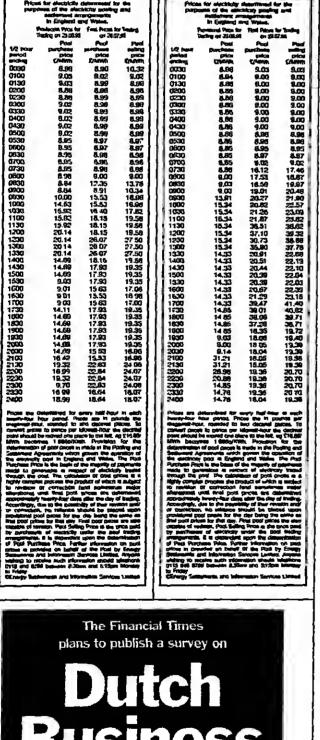
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burgh and Glasgow, and Lon don's Docklands. He also analyses several smaller towns and proposes idealistic solutions for imaginary new cities.

His vieual intelligence is exactly what is needed in the new climate of concern for cities. His invention of the discipline of "townscaping" brought the visual ideas that great landscape designers used in the 18th cen-

Perhaps Cullen was too visionary. His world looks like a world of missed opportunities. But it need not he. In fact, Cullen's time has come, and this book makes his visual thinking available in a way that makes every







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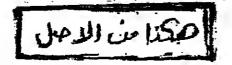
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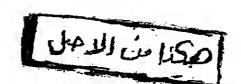


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### Saudis rule the high frontier

Progressive princes control the region's satellite TV, says Bassam Elbani

s electronic media start to pervade some are showing signs of future shock. Listen to Dr Abdullah Omar Naseef, vice-chairman of the Saudi Shoura Council, the Islamic consultative hody that is Saudi Arabia's equivalent of

One of the Jewish aims." he says, "is to distract people in general and Muslims in particular from all religious and moral values They use electronic media to make people totally unaware of what is going on. They disseminate wrong information and flood immoral programmes through different channels of media . . . we should screen the material which is coming to our countries. We can edopt the method of Singapore where any Internet data coming in is thoroughly screened hy the ministry of information". These claims were made during a recent interview with Saudi Gazette.

Yet such a view is an extreme one. Indeed, the pro-gressive Saudi princes view things quite differently. Far from wanting to restrict access to print and electronic media, they invest in them enthusiastically.

In fact, most pan-Arah print medie and satellite television channels are controlled by the Saudis, the loss of diversity throughout the media of the Arab world in the past six years having heen remarkable for its speed and thoroughness,

Until 1990, the Arabic press was colourful and representative of the wide spectrum of views in the pan-Arah world. Six years ago, even a casual glance at an Arabic news-stand in London or Paris would have con-

All these newspapers and magazines (except perhaps ooe or two Lebanese publications) were in the pay of one Arab regime or another. Indeed, an Arabic newsstand in the west was the only place where all Arab publications could freely market and air opposing

viable, for two reasons. First, hardly any Arab publication could attract enough advertising. After the oil boom 1980s), international advertisers cut Middle East spend- sales.

many publications in the they are owned by members region for the tiny number of newspapers readers. So



survive without pay-masters. Until the mid-1980s there were four main sources of funding for newspapers in the region: the Saudis, the Iraqis, the Libyans and the Palestine Liberation Organisation (PLO). Then everything started to change.

The PLO was expelled from Lebanon in 1983. Hit hy financial hardship, it dropped out of the game. Then the Lockerble affair of 1989 and the implication of the Libyans in the bombing, which brought a passenger aircraft down on a Scottish hamlet, led to an international emhargo against

Libya stopped financing newspapers that did not rush to her support. Finally, Iraq was forced out of the game in the aftermath of the Gulf war in 1991. All this left the Saudis

dominant in the marketplace. They quickly consoli-dated their hold on the press, and moved into the satellite television business. There are two main pan-Not one of these dozens of Arab newspapers. Asharq ewspapers was financially Al-Awsat, published by Saudi Research and Marketing, and the Al-Hayat news-

paper. Both are published in London and printed internayears (the 1970s and early tionally via satellite, ensur- Rupert Murdoch's satellite ing worldwide same-day TV ventures, the Saudis saw

In theory, both papers are Second, there were too independent. In practice. of the Saudi royal family. The former has Prince Salman, the Emir of Riyadh,

behind it, while the latter has Prince Khaled Bin Snltan (Sandi commander-inchief during the Gulf War) as its owner. Each publisher has distribution channels to

rival those of any interna-

tional western publication. The battle for the sky satellite television - opened in earnest, in 1991 with the launch of the Middle East Broadcasting Centre (MBC) in London. Owned by Sheikh Walid Ali Ibrahim, a brother-in-law of King Fabd, the station tried to maximize viewing figures by offering an enterprising mix of news bulletins, live interviews and other features. Watched hy millions of Arabs across the world, it is now the Arab world's leading satellite TV

During the last three years, the Saudis have launched other multi-channel satellite TV stations, such as Arab Radio and Television (ART), and Orbit Communications, Based in Italy, each offers film channels, sports, children's programmes and TV shopping.

dis' campaign for media ownership? Profit is obviconsty important inspired by Ted Turner's CNN and an opportunity not to be missed. What made it particularly attractive was that all their media forays to date had entailed losses.

Less obvious but perhaps more important, the Saudis

subscribe to the head-ofsteam theory of cultural ten-

They see the media as a way to encourage the expression - and defusion - of conflicting aspirations among Saudis of different generations. The young, in particular, may let off steam. The two pan-Arah newspapers, Asharq Al-Awsat and Al-Hayat, are good examples. The former, with its tradi-tional coverage of world affairs and a daily religious page on Islamic issues, represents the conservative view. The latter, with its brighter style and distinct Lebanese infinence, represents the younger generation of Sandis impatient for greater freedoms.

The new generation of princes educated in the west recognises a need to gradually change the thinking of the Saudi people, and usher in a more open society. With satellite TV the Saudis have found an ideal way to help attain this end, and perhaps battle for the sky that really to contain the Moslem fundamentalists. And they the Saudis are winning. blessing from the top. The decision to ban dish ownership in the kingdom has not been implemented:

Nevertheless, the Saudis are reluctant to compromise on sensitive issues. Editions of Al-Hayat newspaper and its sister weekly news manazine Al-Wasat have been banned for material the Sau-

Tim Jackson

### Villena gets wired

worldwide are striking very different attitudes Internet and different policies, from exhortation to outright hostility and censorship, are

One option, however, seems to be automatically excluded: a policy which one might call the Minitel strategy. Nobody is contem-plating an imitation of the programme carried out by France Telecom and the French government in the 1980s, in which computer terminals were distributed either free or far below cost to millions of consumers.

Nobody? Well, not quite. In the Spanish region of Valencia a project is about to start that will have profound effects on public-policy attitudes to the Net. Indeed, it is certain to teach the Net industry a great deal about how and how not to encourage use.

The programme is the unlikely brainchild of a conservative government. It is run by Jose Emilio Cervera s Spanish businessman turned politician. As part of a project to re-engineer government in the Valencian region. Cervera and his coleagues are about to swamp a small town with Net

In December, the 31,000 inhabitants of Villena will be offered free or very low cost PCs with Net access through 128k ISDN lines. ISDN is a high-speed digital transmission system. Local bodies are to put many of their services online, ranging from the planning applications database at the town hall to university lectures and doctors' eppointment books. A network of kiosks will allow individuals to pull a smart card from their pocket, plug it into a PC in the street or on a railway platform, and read their e-mail or order a hank transfer.

network PCs are to be installed. Two factors have made this project possible. One is that telecoms, hardware and software compa-nies have all been so excited by what they bope to learn from Villena's experience that they are willing to offer products and ser-vices at far below normal

commercial prices. Telefonica, for instance, the local telephone company, will provide free installation and free line rentals for its ISDN service, leaving customers to pay only call charges that are the same as for a simple voice call (Compare that to the modest and belated ISDN price cuts announced by British Telecom last week). The browsers will be Microsoft's, the integration IBM's, and the servers will come from Oracle and Sun. As a result, the project was

planned with a total taxpay-

ers' bill of less than \$1.5m

(2960,000). Villena is an interesting choice of town, its biggest business is producing chil-dren's shoes for export, and several local companies are excited ebout the prospect of putting their wares on the World Wide Web to see whether they can drum up some extra business in the US. What makes the project exciting is that giving away PCs to many housebolds in Villena will solve at a stroke the chicken-and-egg problem that bedevils so

many attempts to create

online services and the

infrastructure to carry Yet there are dangers. The local government has evoided the most ohvious, by resisting Telefonica's attempts to steer It towards a dead-end proprietary system instead of a network of intranets and the wider Net. But ISDN is yesterday's technology. The big stepchange in Net usage will come when the communications pipes are big enough to carry moving video.

A number of technology pank transfer.

A total of 10,000 PCs and that make this possible.

vision cable and others sim ply on smarter use of exist ing copper wire. The ISDN choice will prevent Villens from making any serious

A bigger issue is content. So far, the project has been concentrating on the problems that ISDN Installation poses for a creaking tele communications infrastructure. Once these are resolved, it will be clear that producing information that people want and need is 1,000 times harder than installing the infrastruc-

ture. Building intranets is not like building phone systems, where all the users have to do is pick up the receiver and talk. Sites need to be built; thought needs to be given to what should go online and how; and com plex software needs to be written. Even building a system to allow people to book medical appointments

could take weeks. Most worrying, bowever, is the statist instroct behind the project. The planned slectronic shopping system is to be run by the town hall - even though the towo hall has not in the past been the first place people went to huy fresh vegetables or nical. Also, the company managing the project. Tissat SA, is a pubsector business owned by the regional government. To make the networks valuable, individuals and small businesses must feel they bave a personal stake. When the project is being run by hureaucrats from the top down, that will be harder to achieve.

My guess is that the project may be a disappointmeot. It is unlikely to turn Villena into a new Silicon Valley, with former farmers or hod-carriers starting oew careers as \$200,000-a-year Jeva programmers. The network may also go the way of Minitel, with services such as online chat, pornography and games becoming disproportionately popular. tim.jacksom@pobox.com

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### Next generation of search engines find their feet

Internet use is hampered by searches of popular sites the very thing that makes it attractive: its huge glat of often throw up tens of thouinformation. But two new sands of pages, picked up by pieces of software that use a keyword search. Looking artificial intelligence technology will reduce the frustrating hours Net users spend surfing through irrelevant information.

Scott Deerwester, technical director of KDL Interacnew search program, says business users are put off by the two biggest problems [of the Net]: the quality of the information found and the time it takes". A survey found that 54 per cent of online respondents spent more time searching for information than using it. Since there is no central Net directory, the only way to find information on a particular topic is to use a search engine - a huge database, continually updated,

that lists sites and pages on

the World Wide Web. But

With Bill Clinton and the

Democrats arriving in Chi-

cago for their quadrennial

jamboree, Ameritech has

designed the party's official

convention Web site (201010.chicago96.org). It has

a nice range of information

and activities, as well as a

trivia game and a selection

of audio clips. Worth a look.

Two publications which

may prove useful have

recently hit the Web: the

Vietnam Business Journal

(www.rram.com) has a good

range of information about

that burgeoning market,

while the Far East Eco-

such as Yahoo and AltaVista for documents related to ICL, for example, brings up a French page headed Bieu-

Companies that produce search engines are refining their software. Indeed, two tive, which has launched a new pieces of software aim to make searches more intuitive. Both link with an existing hrowser such as Netscape, and both hope to reduce information over-AutoNomy, an "intelligent

venne ici Marie.

agent" sold by a small British company based in Camhridge, ventures out on its own to search the Web after being told, in plain English, what to look for.

Based on neural network technology, it studies ordinary sentences and picks out the important bits before setting off on its

search, which runs in the background while users carry on working.

But as AutoNomy has little knowledge of the Net, it can be extremely slow. A search for "artificial intelligence" brought up only one useful document in half an hour, compared to 220,189 matches - admittedly, mostly irrelevant - on AltaVista. The program should improve, however, because it learns as it goes and remembers the results

of previous similar searches. KDL Interactive's new program, More Like This. takes a completely different approach. Containing filtered information from more than 1m Web pages, it will put the best terms to the database for any search. For example, told to search for "Pope", More Like This brings up pages matching "Eritrea" and "Ansa", too, as Ansa is the Vatican news

agency and almost every

Web involves a papal visit. Brett Moore, KDL's strategic director, hopes users will take advantage of the ability to search for sentences highlighted in other programs such as Word or Excel. "What we are trying to do is to bring the Web into your business workdesk

as a tool," he says.

The second version, in development, will add features of more "intelligent" programs. Dr Deerwester, who is writing it, says it will learn different meanings of words as it goes along, so a broker and a fisherman searching for "bank" will get different results.

A trial version of More Like This can be downloaded from www.morelikethis.com, while AutoNomy can he obtained from

James Mackintosh

Review www.feer.com) is an ambitious, frames-based site et Cyber present under construction sightings which promises much. Big World Magazine (http://boss.cpcnet.com/ personal/bigworld/bigworld.htm) is aimed at the

independent traveller, and

is nicely organised, with an

excellent set of links. • The Creative Education Foundation (www.cefcpsi.org) is "a non-profit organisation dedicated to nurturing creativity, innovation and problem solving in individuals in all walks of life, especially those in business, industry, education, government and the arts". Pretty much runs the gamut, doesn't it? Download the Adobe reader and take a look at what they're up to.

(www.oneshare.com) is a order company that will yes - sell you one share of Emporium US companies, including Walt Disney, Harley-Davidson. Apple Computer or ths Boston Celtics, framed or otherwise. Would make a neat gift. (In the US, you can call them toll-free on 1-800-SHARE-11)

• The All-India Association of Industries (seams, sourceindia cominiai) is a group representing manufacturers, traders and marketing and service companies, with the aim of jointly promoting Indian business. Its site is pretty basic for now, and not all the links work, but it is worth keeping an eye on. • Since I occasionally teach journalism, perhaps 1 • One Share of Stock Inc shouldn't be including this.

site, but if you're a student San-Francisco-based mail and you've got assignments coming up, the Term Paper (http:// stock in one of 50 leading cygnus.rsabbs.com/ jbagot/terms1.html) is a gate way to all manner of free and nearly free term papers on any subject you care to imagine. That the site should exist at all is indicative of the changing nature of education in the digital age. I mention it only because teachers need to keep up with what's going steve@magook.demon.co.uk

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the BBC dear, the corpora

tion being forced to close its

Arabic television service last

May. An independent BBC

channel financed by the San-

dis and hoping to reflect a

range of conflicting views

proved too much for the Sau-

It is difficult to predict

how long Saudi dominance

of the Arab media will per-

sist. There are new contend-

ers, such as the recently

launched satellite channels

of Syrie and the privately

owned Lebanese Broadcast-

ing Company (LBCI). But

these operations will have limited influence; their

financial resources only run

to ooe satellite with a small

"footprint" (broadcast area)

Perhaps the Kuwaitis or

other Arab Gulf nationals

dominance by launching

their own pan-Arab media

(the Qataris are about to

launch a pan-Arab newspa-per in London). But it is the

may sbetter the Saudis'

in the Arab world.



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#### BUSINESS TRAVEL

#### Travel News · Roger Bray

#### Central Asia alert

12

Police in Kyrgyzstan are reported to be carrying out muggings without even changing out of their uniforms. Travellers to the central Asian republic are warned to keep off the streets at night and avoid riding in unofficial taxis.

This is just one of a growing catalogue of hazards facing visitors to former communist countries.

There has been an increase in car theft in the Baltic state of Latvia, where visitors to Riga and other towns are warned to steer

clear of unlit streets. And the UK Foreign Office says there is a "serious risk" of theft on trains in Poland, particularly on international services and especially when boarding the trains. Passencers should keep valuables well hidden.

The Foreign Office is also urging caution in the Middle Following the recent riots

to Jordan, sparked by bread price rises, it says travellers should avoid Kerak, Tafileh and Ma'an and stay alert in the capital, Amman, where there were also disturbances.

#### On the cards

A small British airline may pip Swissair to the post with the introduction of in-flight gambling.

Debonair, a low-fare carrier operating from London's Luton airport to a range of European cities. plans to install interactive entertainment systems nffering computer blackjack and other games. It expects

to have equipped the first of its BAe 146 fleet by October. Swissair's flying casinos also come as part of a new entertainment package which is being installed on the airline's long-bank aircraft at a total cost of about £50m. Debonair says

punters' losses are likely to be restricted to £100 or so. although winnings could run to £1,000.

#### Greener car hire

Electric cars may now be rented in Vienna. Hertz is offering the Citroen AX Electrique at a daily rate of Sch555 (£34), including collision damage waiver, theft insurance, unlimited mileage and local taxes.

This follows the decision by rival Eurodollar to make the model available in Paris.

Bangkok curbs Thatland's tourism anthorities have launched a

new crackdown on touts at Bangkok's international airport

One of the aims is to prevent travellers being . lared into unlicensed and potentially dangerous taxis. The initiative comes from the country's new National Tourism Development Board, a committee of government officials, travel industry reps and academics.

#### Help for oil barons

Texas oil barons have. become increasingly mustrated by congestion on the M25 motorway around London

Traffic jams have

prevented travellers flying into Gatwick from Houston from catching onward connections from Heathrow to Stavanger, the jumping off point for North Sea platforms. So claims the Norwegian airline

Braathens. "It's a fairly tight connection anyway", says the airline, but recent roadworks have made it worse" ..

So the carrier's daily Ilam flight between Gatwick and . Bergen now also stops at Stavanger, arriving at 1.45pm, and lengthening the journey to Bergen by 40 .. minutes, although return flights from Bergen are still non-stop.

Likely weather in the leading business centres



BEIRUT DAMASCUS Amman

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#### Projects to upgrade rail links in the US could lure executives away from the airlines, says Amon Cohen

#### et me o ticket for an aeroplane. I ain't got time to take a fast train. If memory serves, those were the opening lines to the Boxtops' 1960s hit single, "The Letter". Musical fashions have changed, but travel imperatives in the US have

Few US business travellers use trains because there journey from New York to Boston takes between fourand-a-half hours and five hours. Compare that with a TGV from Paris to Poitiers. a 208-mile trip which lasts 90

minutes. But change is in prospect. Work has started on the construction of a \$1,3bn (£838.7m) high-speed rail link between Washington DC and Boston that is expected to cut about 25 per cent off existing journey times. The project is one of several in various stages of readiness around the US, including ventures in Florida. Chicago, California and the north-western states.

The latter scheme is perhaps the biggest success so far. Amtrak, the national rail company, has seen passenger numbers grow on its per cent since introducing a Spanish Talgo train as its fourth daily departure in 1994. Three more Talgos are on order for delivery in

### A challenge to the skies

Canadian border to Vancou-

ver.
"The Talgo shows that if you provide the amenities that people are accustomed to in other parts of the world, demand will increase," says Mark Yachis no high-speed rail net-work to speak of. A 215-mile grammes division chief at the Federal Railroad Administration, the organisation through which the US government provides funds to Amtrak.

The Washington-Boston link, known as the north-east corridor, is due for completion in 1999 and it will allow travel at 150mph. At present, trains operate at 125mph over certain stretches, but do not even reach 100mph between New York and Boston.

The upgraded link will cut journey times for the 236oule Washington-New York journey from three hours to two and a half hours and the New York-Boston run to three hours.

Furthermore, the 345-seat trains will be equipped with every conceivable facility for business travellers. Portland-Seattle line by 42 Including laptop computer power points, video entertainment screens, telephones, fax machines and a gourmet dining car.

"There will also be small be extended across the can hold meetings," says crowded airports. If one also



Yachmetz. "Any amenity that the business traveller can think of will be available on board, which means this is going to be better than an airline shuttle ser-

That is a fair point. The air shuttles on the Washington-New York and New York-Boston routes tend to early 1998, and the conference rooms on board, he no fills, crowded buses high-speed service is set to so that business travellers in the sky using equally

considers the advantages of travelling from city centre to city centre. Amtrak can expect to start winning market share.

Once the rallways get their act together and develop a faster service. husiness travellers will take advantage," says Harold Seligman, president of Connecticut-based business travel consultancy Management Alternatives. "It will

save them getting to and from the airport and crowding on to planes." However, rail passengers will have to pay for the superior service. "Amtrak's current fare structure is dictated by its airline competitors," says Yachmetz, "Prices are a little less than what they charge, but with the new service the train might be

worth a little more." Yachmetz is confident that higher prices will not deter customers. Feasibility studies have suggested that once journey times are cut. the north-east corridor will generate profits of more than \$150m a year.

Up to \$400m of the construction costs will be spent electrifying the route: only 156 miles are electrified at present. Additional track work will cost \$300m, while the fleet of 18 high-speed trains, known as American Flyers, will cost \$450m. The trains will be built hy a consortium led by Canadian company Bombardler. Another member is GEC-Alsthom, which makes the French TGVs that are the model for the American

A further \$180m will he spent on more conventional stock to serve the north-east corridor. Even that, however, is dwarfed by Florida's \$5.3bn plan to construct a high-speed rail link between its major main population centres: Miami, Orlando and

Tampa. The state government has long understood that it a proper mass transportation system, although at present just two unreliahle trains per day potter

from Miami to Orlando. "They are not trains you could get on for a business meeting," admits Charles H. Smith, manager of the high-speed train programme at Florida's department of

Trains will be equipped with every facility for executives, including video

entertainment,

telephones and

faxes transportation in Tallahassee. "But we know we have to do somathing. Our population is set to double to 28m over the next 25 years, and we cannot see our way to building enough

highways for all those extra Florida first investigated a high-speed link 10 years ago when it wanted the entire project financed by the pri-

work out, so now it has embarked on a joint venture with a private consortium in the hope of attracting addi-tional federal funds.

The consortium, known as Florida Overland Express (Fox), again includes GEC-Alsthom and Bombardler. However, Smith says there are some hig differences between the state government and Fox over the financing, which could jeopardise the project again. If plans do proceed, the Miami-Orlando lina is scheduled to open in 2004 and Orlando-

Tampa in 2006. At the Federal Railroad Administration, Mark Yachmetz attributes the rise in interest in rail to congestion on the highways and air routes. Finance is also important. He believes that once a railway is huilt, it is cheaper to maintain than a highway.

The environmental debate also tends to favour trains. Florida does not want its natural habitats destroyed by more highways, while California is desperate to improve its air quality. Local issues come into play. too. In Boston, Logan airport is rapidly running out of space: the rail link might obviate the need for a new airport.

Europe can also take some credit for the US rail renaissance. "Europe has shown what can be done with a good high-speed transportation system, and motivated people in the US," says vate sector. That did not

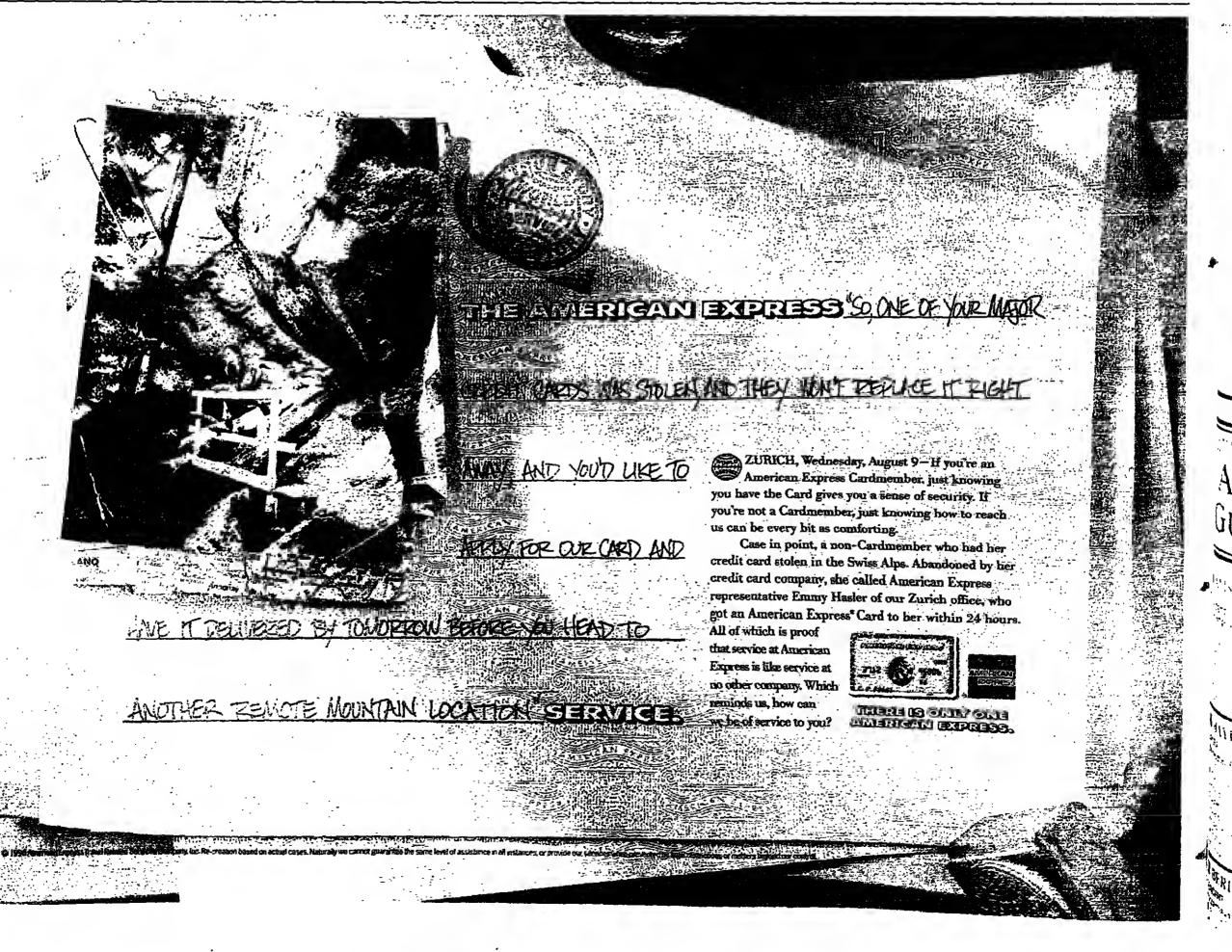
### Poor relation gets richer

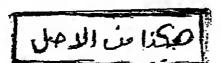
t is no longer fair to think of London's Galwick airport as the poor relation of Heath-row. British Airways has announced plans to launch five new services from Galwick, tn Spain. Portugal. Finland and Scotland, It will also increase the frequency of its flights on some routes, including those to Belgrade, Bucharest. Kiev and Sofia. Roger

Bray writes.
The aim is to step up connections with BA's growing network of long-hauf services from Gatwick. When it switches Latin American flights there from Heathrow next March, it will also introduce linking flights with Barcelona. Lisbon and

Oporto. Services to Helslnki will start tn October, as an extension of the existing Stockhulm nperation.

· German airline Eurowings plans to start daily services between Dusseldorf and Katowice, a Polish centre of coalmining and heavy industry, on September 2. It already Nies to Warsaw from Berlin's Tempelhof airport, to Wrocław from Frankfurt, and to Krakov and Poznan from Dresden.





MATSUMOTO

Sumoto is home to the Selto then festivel, unling former cleritis of Japan's most influential relations, Hideo Seito. This s events, beginning with an trai concert conducted by off Ozawa on Salurday, Include a senorial tribute to Japanese composer Toru Takemilsu and a staging of Poulanc's comic opera Les Mamelles de Tiresias.

VENICE

The largest collection of Russian loons in western Europe goes on show on Sunday at the Fondazione Chi. The Ambroveneto Collection. upplemented by loans from ian museums, includes a series of icons litustrating the liturgical alendar of the Russian Orthodox Church. The exhibition runs till November 10.



TURIN

Settembre Musica, Turin's annual music festival, begins on Sunday. This year's highlights include performances by the popular American new music group Bang-on-a-Can (above), a staging of Monteverdi's Orieo, a celebration of Dutch composer Louis Andressen and concerts by the Academy St Mertin-in-the-Fields conducted by Neville Marriner.

ARTS **EDINBURGH** The final week of the fe tures work by two of the world's leading directors, Peter Stein and Bob Wilson. Stein brings his Italian-language staging of Chekhov's Uncle. Varye to the King's Theatre on Thursday, white Wilson's Houston. production of Virgil Thomson's opera Four Saints in Three Acts field comes to the Playhouse, also on Thursday. The Cleveland Orchestra gives

two concerts in the Usher Hall, and Frans Bruggen Orohestra of the 18th Century in Haydn and Ramea



either bank of the Thames recent decades is more surprising than the latest: the new/old Globe Theatre. After years of preparation, this loving reconstruction of Shakespeare's theatre opened its portals to the theatre press on Saturday, for its debut production of The Two Gentlemen of Ver-ona, in moist but tolerable

weather. I chose to approach it by walking along Paul's Walk, on the other side of the Thames. From there, the balf-timbered polygon looks just as you have been led to think Shakespeare's Globe looked: this is from so new a building, one surprise. From an angle, which is how most people see it on either side of the river, only a quarter of lts circumference appears, and it looks not only small but frail. Only when you view it head-on from the north and see half the circle do you take in its real size. Even so, its lath-and-plaster exterior and squat circular shape appear imperilled by the taller and darker rectangular shapes of the buildings that stand around it, hemming it in. The Globe, in this context, looks like a Tyndale Bible among a stack of glossy road atlases.

Once inside, there are further surprises. As you enter and become part of its audience, the theatre feels like an intimate Albert Hall during the Proms season. Those who choose to stand in the open central area are as much the focus as the stage is; and they are as attentive and responsive as the best prommers. Late arrivals are es disturbing than they arein a darkeoed theatre. Sudden breezes are sometimes felt: warm clothes or blan-

Theatre in Regent's Park, but - on press night, at any rate - none of the seroplanes either. This is not, however, a good theatre, for there is much peripheral noise. The wooden floors beneath the tlered seats amplify audience movements; the doors to the audilorium are noisy and the plastic or leather rainwear worm by most of the audience lent its supply of rustles and creaks. The actors' voices acquire little of the reverberance that occurs in closed theatres, and there is real pleasure to be had by their simple projection through this open space to us. Not all the cast on Saturday projected vocally well



Anastasia Hille as Silvia and Lennie James as Valentine in The Globe's no-nonsense "The Two Gentlemen of Verona"

### Something in the air

The British summer could not summer spirits at The Globe. By Alastair Macaulay ence is complex. There is none of the birdsong that is so memorable a part of performances at the Open Air Theatre in Percentage in Percentage

handsomely how a voice can reach the audience directly without needing any quasi-

operatic overblow. The stage area is much more colourfully decorated than the exterior leads us to expect. Its star-frelted celling, with moons in four different stages of growth, is supported by red gilt-topped Corinthian pillars; the rear wall is decorated with rows of cabalistie-looking signs and Italianale figures. And vet the hare-hoard floor is strewn with bay. There is a large balcony area on which musicians play and some of the action occurs. Is all of this permanent, or will aspects of it be redesigned for later performances?

mance style bere, and we found none. But much is true to Shakespeare. Jack Sbepherd's production is in modern dress and it in no way ever feels like director's theatre. The focus is all on the actors, all of whom played with the freedom of those who feel their only responsibility is to the play and the audience. The pace could have been fasler, but this is no-nonsense Shakespeare, in which nothing is

trivialised or fudged. in doe course we will discover whether the Globe can draw and hold an audience for some of Shakespeare's longer tragedies. The Tuco Gentlemen of Verona, Which is nobody's favourite Shakeromance, treachery, and not

too intricate a plot. Mark Rylance as Proteus exemplary. What an odd and deeply affecting actor lbis is. He can just look across the stage at a woman and hreak your heart with his intense sincerity; be can run in a single speech from perplexity, to perfidy, to ardour, with complete assurance; and be can crack the audience up hy his embarrassed but throwaway delivery of the line "Well give her that ring," shortly before his heartfelt but peculiarly unfinished utterance (almost as if it were a question) of the exit line "you shall find

betrothed Julia - Anastasia Hille runs a bright, compelling gamut: a brittle and flirtatious socialite with hilarious little balf-laughs, then vividly heartbroken and loyal when Valentine has been banished, then bitterly perplexed by Proteus's perfidious suit. She has never been more natural, more multi-faceted or more fine. Lennie James is an engaging, open Valentine, sometimes too slow, but hilarious in his volte face with Silvia's letter. Stephanie Roth, an American aetress playing Julia, is attractive and very convincing in boy's attire; hut she throws away the me sad and solitary". He role's finer moments, espe-seems all heart, and this is cially her final speech of

only hilarious but also tonehing. In supporting roles, only Ben Walden

makes a strong impression. We know that certain lines in Sbakespeare - "this wooden O", "this most excellent canopy the air" - will make more sense when heard in a theatre such as this, and I look forward to hearing them here. One of the Globe's pleasures, however, is that other lines also fall into new place. When Launce and Panthino talk of losing the flood tide, the exchange has an extra buzz to it at the Globe, for we know that the Thames is rising or falling just a few yards away. Where the Bard trod, there tread we.

### Only half the fun

Oasis fell flat without their front man, writes Peter Aspden

t was not quite the Rolling Stones without Mick Jagger, but when Noel Gallagher mumbled that his brother Liam was not able to be with us because of a sore throat, the sense of

anti-climax was palpable. Oasis had just performed two triumphant concerts before 250,000 people at Knebworth, thereby proving, if anyone was still in any doubt, that they had mastered the dynamics of mass adulation.

But Friday night's MTV Unplugged session at London's Royal Festival Hall before just 400 people should have told us something different: whether the craft which goes into Noel Gallagher's ongwriting would come across in an intimate setting in which the band was denied the option of simply

turning up the decibels. We were not to know. Liam was ordered to rest on last-minute doctor's orders, and Noel was left to carry the concert on his own. Although he is an Unplugged natural - he cradles his acoustic guitar with the finesse of one who spends long hours in its company - Oasis without their charismatic front man

are less than rivetting. There are two principal reasons, Liam's menacing lurches and well-honed rock star poses on stage provide the only visual focus for the band. Liam is aggressive, outrageous, narcissistic; Noel is door, ir charmless. The rest of the band, though musically rock-solid, are content to sit back and watch this fascinating fraternal dialectic work its magic. Stripped of a sibling, the

magic just was not there. But Liam also has a classic rock-and-roll voice. sneering, urgent, self-celebratory; but more than capable of delivering a poignant song like "Wonderwall" or "Live Forever". Noel knows his considerable some-writing talents get the best possible showcase with Liam's delivery: Liam must also realise he would not be touching the firmument of pop superstanding were he left to his own devices. The

brothers' celebrated spats are no doubt due to this mutual resentment. Strip away the attitude, and there is the humbling conclusion that they really do need

Thankfully, Noel saved the day. His voice does not do justice to his songs, but he performed with the consummate professionalism which belies

his occasional belligerence. The stage was adorned with a string quartet and brass supplements, employed tastefully if unimaginatively, as the band swayed into "Hello".

The set was largely predictable, concentratin on the gentler numbers which are the essence of the acoustic Unphagged series, and included a sprinkling of new songs. The highlight of the evening was something of a surprise, however. Noel, backed by nothing but his strumming, performing the hard rocking title track of the Morning Glory album.

The strangely subdued crowd gave the band its most enthusiastic reception yet for this, but there was little rapport between Noel and his admirers, unless you counted a waspish reference to "pot-smoking" hippies and an "I'd like to carry on with one that I wrote". which gracelessly laboured the potot of his songwriting domination.

The strangest moment and a glimpse of what might have been - came after the band's final number, when chums in one of the private boxes. Not one to mis demonstration of public affection, the ailing brother bounded down the aisles and leapt onto the stage, brandishing a bottle which bore scant resemblance to a hot honey-and-lemon drink, acknowledging the fans' cheers before disappearing. For a moment, you

thought he might join the band for a encore; some people chanted his name, others responded with cries of "Noel!", as if they were opposing football teams. But Liam's condition denied the evening its much-needed coup de théâtre, and we were ck to "Hello", and a hland conclusion to a frustrating evening.

### INTERNATIONAL **ARTS**

#### AMSTERDAM

CONCERT Concertgebouw Tel: 31-20-5730573 Orchestre Français des Jeunes: with conductor Marek Janowski and violinist Isabelle van Keulen perform works by Ravel, Prokofiev and Lutos 8.15pm; Aug 28

#### **■ BAYREUTH OPERA**

Bayreuther Festspiele Tel: 49-821-78780 Nürnberg: by Wagner. Conducted by Daniel Barenboim. Soloists Include Birgitta Svenden, Renes Fleming and Peler Seiffert. Part of the Richard Wagner Festspiele:

#### **BERLIN**

4pm; Aug 28

MICERT zerthaus Tel: 49-30-203090 Berliner Sinfonie-Orchester: with conductor Sebastian Weigle perform works by Mozart and Schoenberg; 8pm; Aug 28

**EXHIBITION** Berlinische Galerie -Martin-Gropius-Bau Tel: 49-30-254860 Noch nie gezeigt – Aktuelle Positionen aus den Sammlungsbeständen der Berlinischen Galerie: exhibition of works from the museum's collection, most of which were never before shown to the public. The majority of the works on display was recently added to the museum's collection. The show

#### COLOGNE

CONCERT Kölner Philharmonie Tel: 49-221-2040820 Gürzenich-Orchester: with conductor Alan Hacker and the Kölner Philharmoniker perform works by R. Strauss, Mozart and Dvořák; 8pm; Aug 26, 27

includes, installations, paintings.

drawings and designs; in Oct 13

photographs, architectural

#### **■ COPENHAGEN**

CONCERT Tivoli Concert Hall Tel: 45-33 15 10 01

 Tivolis Symfoniorkester: with conductor En Klas and viola-player Yuri Bashmet perform works by Schnittke and Tchaikovsky; 7.30pm; Aug 29

#### **DUBLIN**

CONCERT. National Concert Hall - Ceoláras Náisiúnta Tel:

353-1-6711888 RTE Concert Orchestra: with conductor Gearoid Grant and presenter Gerry McArdle perform excerpts from The Yeomen of the Guard and The Mikado; 6.30pm; Aug 30

#### **EDINBURGH EXHIBITION**

National Gallery of Scotland Tel: 44-131-5568921 Velázouez in Seville: this exhibition features early works made by Velázquez in his native town Seville, before he moved to Madrid in 1623. The display, comprising 50 works including portraits, prints, drawings and sculpture, is centered on the ional Gallery nf Sc own Velazquez, "An Old Woman Cooking Eggs". Selected works by the artist's contemporaries help to set the historical and artistic context for Velázquez's early paintings; to Oct 20

**■ LIVERPOOL** EXHIBITION Liverpool Museum Tel: 44-151-2070001 The Arts of the Samural: 14th-19th Century: this exhibition is drawn from the museum's Japanese collections, which have never previously been displayed. The exhibits consist of Japanese armour, swords, sword-fittings and lacquer work from the collection of local business man Randal Hibbert (1885-1942). The exhibition illustrates the European perception of the Japaneses (\*)

following the opening up of Japan to western trade in 1868; to Aug

#### **■ LONDON**

CONCERT Purcell Room Tel: 44-171-9604242 Ingegerd Bjorklund: accompanied by planist Christopher Lyndon-Gee. The soprano performs songs by Tchaikovsky, Rachmaninov, Grieg and Sibelius; 7.30pm; Aug 28

**EXHIBITION** Courtauld Institute Galleries Tel: 44-171- 8732526 The Four Elements: this exhibition draws together prints and drawings from five centuries to show the Four Elements - Fire, Water, Earth and Air ~ in mythology and real life. Mixing together artists from different times and traditions, the exhibition contrasts images of classical stories, domestic scenes and the frankly satirical. Included are works from the museum's collection by Manet, Dürer, Guercino, Bruegel, Gauguin, Hieronymous Bosch, Guardi Rowlandson, Turner, Samuel Palmer, Constable, Piranesi, Tiepoin and others; to Sep 22 Dulwich Picture Gallery Tel:

44-181-6935254 Dutch Flower Paintings, 1600-1750: this exhibition includes works by Ambrosius Bosschaert, Van Huysum, Rachel Ruysch, Jan Davidsz de Heam and Balthesar van der Ast and are tion payate collections; to Sep

#### Victoria & Albert Museum Tel: 44-171-9388500 Susie Cooper (1902-1995): style, affordability and good

design were the key attributes of Susie Cooper's tableware. This memorial display shows a s-section of her work from the Art Deco years of the late 1920s and 30s through the bone ehina made by her own factory: and her late designs of the 1980s; to Sep 15

#### **■ LUCERNE**

CONCERT Kunsthaus Luzem Tel: 41-41-210 35 62 New York Philharmonic: with conductor Kurt Masur and hom-player Thomas Stacey perform Rorem's English Hom Concerto and Bruckner's Symphony No.4; Aug 28

#### ■ NEW YORK

EXHIBITION The Metropolitan Museum of Art Tel: 1-212-879-5500 American Printmaking 1860-1900: Winslow Homer and His Contemporaries: an exhibition to complement the Homer painting retrospective by providing a context for the artist's printmaking efforts. Drawn entirely from the museum's collection, Homer printmaking from his early and late career is shown along with works by printmakers active during Homer's career, to Sep 22

**■ PARIS** 

EXHIBITION

Musée Carnavalet Tel: 33-1 42

 Georg Aemi – Parroramas parisiens: exhibition of a series of panoramic views of Paris by the iss photographer Georg Aemi;

#### **■ SALZBURG** OPERA Grosses Festspielhaus Tel

43-662-80450 Moses und Aron: by Schoenberg, Conducted by Pierre Boulez and performed by the Koninklijk Concertgebouworker and the choir of De Nederlandse Onera. Soloists include David Pittman-Jennings, Chris Merritt Gabriels Fontana, Yvonne Naef, John Graham Hall and Par Lindskog. Part of the Salzburger Festspiele; 7.30pm; Aug 28

#### **WASHINGTON** EXHIBITION

Freer Gallery of the Smithsonian Institution Tel: 1-202-357-2700 In Human Form: Secular and Divine Images in Chinese Painting: this exhibition examines actual and symbolic images of people as they appear in Chinese painting. The human figure has been the central topic of Chinese painting since the Han Dynasty (206BC-AD220); to Sep 2

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markets

08.30 Squawk Box

10.00 European Money Wheel

18.00 Financial Times Business Tonight

BEATEN TRACK

ON THE It is well past midnight and Mr Somkid Silaprakob, deputy mayor of Pattaye. Thailand's sprawiing beach resort.

is speaking at the opening of a beauty contest.

"We really want to thank the organisers of this event of national importance. The over-30 katoey [transsexual] pageant helps with the promotion of tourism among both Thais and foreigners. he says to the audience, a mix of other ketoeys and men and women of all sexual preferences. "The more events like these we have. the more we can help good charities like our senior citizens' home."

in its never-ending drive to attract tourist cash, Thailand will do just about any thing. Having lost its aura of unspoiled exoticism to neighbouring countries and to over-development, the country now tries to provide something for everyone. And everyone seems to be coming. The country expects to attract 7.2m tourists this year, up 7 per cent over last year and double the number just a decade ago. About one-third of travel-

lers to Thailand have been there before and uncharted areas of natural beauty and to be had for those with knowledge, time and money. But on the well-beaten she says as she sips a beer. tourist track, people are lured by cheap prices, good infrastructure, "soft" adven-ture such as easy jungle treks, and exotic attractions of a different kind: sex, bearclaw soup and transsexual

beauty pageants.
Pattaya is one place where this all comes together. Created as a place for US Navy personnel it was never ar untrampled paradise. But now, due to unregulated waste-water discharge and millions of visitors a year, swimming at the main beach is risky at best.

Yet most tourists are not here for the beach. Pattaya is all about activities. There is laser tag - a type of vir-Ripley's Believe It Or Not

Ted Bardacke on Thailand's mix of soft adventure and sex



Sight for sore eyes: tourists throng Bangkok's Grand Palace

wan Shrine is pulsing with

energy. It is a regular stop

for the fastest growing seg-

ment of Thailand's tourism

trade, cut-rate package tours

for visitors from north Asia,

principally Japan, Korea, Chine, Hong Kong and

Taiwan, who account for 36 per cent of all visitors to

An elephant lumbers by -

this is the only part of the

street not domineted by

shopping malls - while tra-

ditional dancers move grace-

fully to the sound of drums

and cymbals inslda the

shrine. The shrine's centre is

dominated by a small four-faced Brahma deity. The

Asian tourists, descending in

hordes from tour buses, are

told that the god is a pro-

vider of wealth, provided

tbey make offerings of

incense and flowers sold by

a gaggle of disabled people

Similar scenes, a slice of

"traditional" Thal culture,

can be found all over Bang-

kok, but this one is a favour-

ite because the incense and

flower vendors are willing to

pay high commissions to the

Five days in Thailand

including hotel, meals and

tour operators.

we bring the world to Pakistan

Thailand.

museum, elephant rides, hungee jumping and "seawelking", a sort of scobadiving for those who can't

"At 6pm we're going bowling and then out dancing. I think. The hotel bas a nurscry service," says Betty, a member of a group of young families from New Zealand on boliday in Pattaya. "Then tomorrow we're going waterskiing and in the afternoon we're going to shoot each other again in paintball.

Betty and ber group are not in Pattsya for the commercial sex, but some men are. The Pattaya Mail, the resort's weekly English language oewspaper, boasts a grotesque photo of e naked 46-vear-old Belgian man. caught with a 13-year-old boy, also naked, in a Tourist Police sting operation.

towo, past a strip of bars and brothels, The Lovely Motel invites tourists to enquire about weekly, daily and hourly rates. because they choose the weekly deal, doesn't mean they're not bringing girls in," the manager says, "People come to Thailand to have

And on the way out of

Back in Bangkok, the Era-

wholesale tour companies take a loss on these groups relying instead on individual uides to buy each tourist for Bt500 (£12.82), gttides say. The guide then makes the money back by leading the groups to shops and vendors who will pay at least 40 per

This helps explain the dozens of buses double-parked on the streets outside Wat Pho, home of a giant reclin-ing Buddha and centre of a hrisk trade in supposedly magic Buddhist amulets. Each tourist wears an identification badge and vendors make careful notes of who is buying what.

One morning a group of male Korean tourists leaves Wat Pho in their bus. They cross the Chao Phraya river and go into a complex that includes a Chinese restau-rant, a karaoke club and a massage parlour. They are led straight to the mas parlour. "Got to get them hungry before lunch." the hus driver explains with a

Having convinced their charges that it is okay to indulge in Thailand, some guides make their biggest profits by leading tours to restaurants, not included in the tour price, where such delicacies as bird's nest and bear claw somps are served at astronomical prices.

Korean and Thai officials say they are outraged. "We are bunting down those who travelled abroad to eat wild animals, gambling, seeking prostitutes and shopping for luxury gooda," Mr Yu Song-Su, a Korean police investigator, said recently after e group of Thais and Koreans were caught in Bangkok transporting bear parts.

"Thailand is a Buddhist country and such activities hurt the feelings of Thai people," says Mr Seree Wang phaichit, governor of the Tourism Authority of Thatland. But Buddhism can also mean tolerance, and in the end that is what Thailand continues to sell with great

This is the fifth in a series on sightseeing - can cost an places changed by mass tour-Asian package tourist no ism

### LETTERS TO THE EDITOR.

Number One Southwark Bridge, London SEI SHL

re been to encourage series from readers eroland the world. Latters may be found to #44 171. 573 5938 (please set fax
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### Deregulate to clear the skies for freight

From Lord Younger of Presturick and others. Sir, We note your article (August 20) and the problems which may make an overall UK/US agreement difficult to achieve. However, we believe that there is an opportunity to make progress on one issue

busine The UK approach has been to view air passenger and cargo-only air freight traffic as inseparable issues and to treat the latter as a "bargaining chip" to seek concessions from the US on

which would benefit UK

passenger traffic. Bilateral negotiations may be appropriate for air engers who, generally, go from A to B and then return to A. Both A and B then have similar interests. Freight travels in only one direction, in this case predominantly from west to

B (the UK) has a primary interest in securing a full range of freight services for the movement of goods to and from the UK. In the UK. the airlines and not British industry have been treated as if they represented the primary interest. In the case of freight, this is wrong. At present a freight carrier landing at a UK airport from

east. A and B have different

for its international carriers.

interests. A (the US) has a

primary interest in access

the US cannot take on freight for delivery to another airport in, say, the EU, unless awarded specific UK government approval. This is a lengthy process. Consequently, carriers cannot make the most efficient use of their aircraft. This is a serious matter

when the principles of "just in time" and "time to market" delivery are increasingly important in

meeting consumer demand. Freight is part of the manufacturing process; passengers are not. UK industry needs the range of international freight services which would be provided by deregulation.

The UK authorities will not be able to use its regulation of cargo-only traffic to wring concessions on passenger traffic. US airlines want enhanced access to Heathrow and will not be fobbed off with anything less.

On the other hand, we believe the US authorities would agree to UK freight carriers enjoying the necessary Fifth Freedom rights in the US, for reciprocal treatment of US carriers in the UK. Deregulation would:

 Allow freight companies to ntilise their aircraft more efficiently with cost benefits for UK manufacturers;  Expand the range of ali-cargo services avallable to UK companies: Increase internotional trading opportunities; and Encourage the development of freight services and the attraction

of foreign direct investment In sbort, policy would be driven by the industrial and trading interests of the UK.

George Younger. president, The Scottish Council Development and Industry. Sir Donald MacKay. chairman. Scottish Enterprise, George Bennett, chairman, Scottish Electronics Forum, Iain McMillan, director, CBI Scotland. Geoffrey Johnston managing director. Scottish Chambers of Commerce Scottish Enterprise, 120 Bothwell Street, Glasgow G2 7JP, UK

#### Collective values of the young

From Ms Jo Gardiner. Sir, The Trades Union Congress's report ("Young workers know little about trade unions", August 22) into young workers confir some of the findings of recent research by the

Industrial Society Even if "Thatcher's children" seem uncommitted as far as trade unions are concerned, they have not rejected collective values altogether. Indeed, there is a high level of concern about crime, work opportunities

young people from all backgrounds. But the TUC's finding that only two in five young workers are likely to vote in the next election is deeply

worrying. Today's young people are tomorrow's employees, managers, entrepreneurs, community leaders and parents. They need to feel that they can influence and make a contribution to politics and policy-making.

We risk building a society of marginalised, cynical people who feel their energy

and talents may go unused and unrewarded. The TUC's report highlights a challenge and an opportunity - for trade unions and employers alike. A greater effort is required to educate and convince tomorrow's employers and employees about the importance of representation and involvement at work.

Jo Gardiner, campaign manager, The Industrial Society, 48 Bryanston Square, London W1H 7LN, UK

### No butts please

From Mrs Inga Haag. Sir, It appears that the British are among those in the European Union with the longest working hours. i.e. 39 hours.

Passing hy several offices three or four times a day during working hours, I assume that these include the smoking breaks, as there are always groups of employees outside puffing away and scattering their cigarette hutts all over the

By lunchtime our otherwise well-kept streets are strewn with stubs. These get stuck betweeo pavement stones and withstand the broom and the high-tech vacuum cleaning equipment of Westminster street

Would it be asking too much to request the managers of these offices to provide for their smoking staff an easy-to-empty ash can during the al fresco smoking day?

inga Haag,

#### Help for North and South Korea

From Mr David H. W. Grub. Sir, Your call for foresight and magnanimity ("South Korea and the North August 21) could not be more timely.

It is in everyone's interest that North and South adopt a dignified and long-term stance: many more thousands will otherwise suffer and the unrest is not likely to be contained. We recently delivered food

aid to the North. A second

delivery of flour is on its way. We witnessed the initial supply being safely delivered to needy people. When Russian and

Chinese support for North Korea dried up, it was already down to the wire. Investment in agriculture. the schools system, the infrastructure, all need to take place now.

The prospects for the next harvest are not good. Another flood could prove

unbezrable. Practical co-operation from the South but indeed the wider world is of crucial importance. Practical assistance can do

more than anything else to move us on from the present mindset and begin to unify aspirations.

David H. W. Grub, executive director, Children's Aid Direct, 82 Caversham Road. Reading, UK

1 Upper Wimpole Street, London W1M 7TD, UK

Personal View • **Michael Grade** 

### A bad programme for TV

If Channel 4 were privatised it would diminish the service to consumers



Talk of privat-ising Channel from mer-chant bankers' dining

rooms to tea-trolleys inside the Treasury. This seems to be exciting two questions: who on earth owns Channel 4 and, more urgently, how much is it worth? Channel 4 is in fact a stat-

utory corporation. It is also a self-sufficient business providing competition for advertisers and public-service programming for viewers without e halfpenny of pub-lic money. Although techni-cally in the public sector, Channel 4 is in no sense a nationalised industry. If for some presently unforeseen a change is required, privatisation would be entirely the wrong route to take. I will come to the "how much?" question, but first I must record why Sir Michael Bisbop, the chairman of Channel 4, the board, executives and staff are opposed to privatisation.

If it offered more competition, more choice, and greater efficiency, there would indeed be a case. But this privatisation can deliver none of these objectives. Channel 4 is not some bloated state monopoly, ready for the brisk tonic of the market. It is part of a highly competitive sector, where it has set new benchmarks for efficiency, ploneering the publisherbroadcaster model, now much imitated. No gains

Privatisation would penalise, not benefit, the consumer: it would diminish the programme service, both in range and quality. Channel 4 could simply have been ITV2, but instead the 1981 Broadcasting Act charged It with a statutory remit to innovate, and to provide programmes unlikely to be sup-plied by ITV. Margaret Thatcher's government recognised that there is significant market failure in commercial television. Maximising profitability means maximising the value of every minute of the inventory of advertising airtime. Advertisers' and shareholders' interests demand the higgest . audiencea, even though this narrows viewer choice. You must play to win every time slot, you must avoid risk, experiments and

unpredictability. In the US, the free-to-sir networks produce a narrow range of identical material. siming always for the biggest audiences. The competitive drive to offer the same. safe product is the defining characteristic. You will eearch forever for serious documentaries, education or works. In the UK the repackaging and exploitation of sport and movies drive BSkyB's profitability.

The market alone cannot reliably satisfy the full range of viewer interests, because it makes overwhelming commercial sense to concentrate on the most profitable areas. As competition increases, that becomes more not less so; Channel 5 will follow this very same peth. It is precisely why the Channel 4 remit is essential to main-tain and extend choice. The market alone

cannot satisfy the full range of viewer interests. because it makes commercial sense to concentrate just on the most profitable areas

That was the intention of the 1981 act, and it is exactly what has happened. Channel 4 has gained an 11 per cent share of viewing - big enough to be viable, small enough to be distinctive -and has manifestly added to choice. In 1989 Mrs Thatcher carefully considered privatisation, but rejected it. There were no competitive or efficiency gains to be had, and a clear downside for the consumer. (She also saw merit in public-service competition for the BBC)

It is argued that the industry regulator, the Independent Television Commission. with its armoury of financial sanctions, could guarantee the delivery of the special remit as e core condition for a privatised Channel 4. Not so. Since 1982 the programme remit has been a joint objective shared by the board of Channel 4 and the regulator. After privatisetion, that remit would become a battleground. The board would rightly see the shareholders, not the remit, as its first responsibility. That duty would lead the management (doubtlesa shareholders themselves) to raid programme and development budgets to boost

The remit would thus become a tiresome hurdle to leap, but without a millimetre to spare. As with ITV, pressure to relax the licence would be increased, and less profitable programmes cancelled or moved (remember the News at Ten row?), irrespective of viewer preferences - in order, quite properly, to maximise shareholder returns.

It will be suggested that a much tighter, detailed licence could prevent this. Certainly the ITV companies would love to reduce Channal 4's competitive edge by seeing it handicapped with a ragbag of detailed, uncompetitive scheduling obligations. But it is no more sensible to pre-define Channel 4's programming than to prescribe British Airways' schedules. In television,

enemy of innovation. Channel 4's very purpose: it would greatly reduce its income and worth. A strange prospectus for privatisation.

linto

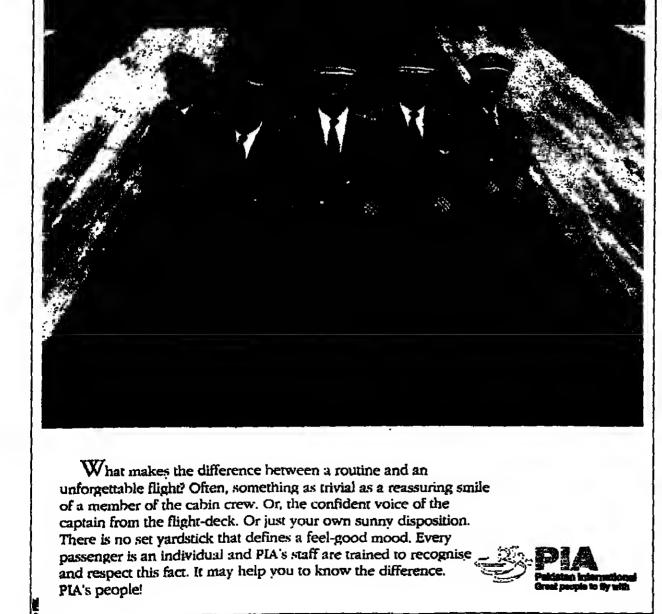
To claim that the remit would survive privatisation is either naive or dishonest. It would not. The only honest approach is to admit that a one-off Treasury "bank raid" can only be executed by making Channel 4 just another commercial network like ITV or Channel 5. That is why the privatised

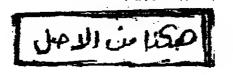
"value" of Channel 4 is irrelevant. The sale could not happen without destroying the existing asset. I have seen some very odd figures ascribed to the purported value of Channel 4. The rumoured privatisation receipts of £1.5bn to £2bn are absurd. In March 1996, well before the privatisation kite flew, we submitted our business plan (up to 2002) to the Department of National Heritage in support of our case to end the ludicrous "funding formula" subsidy to FTV. Applying one simple measure to these figures - a strict discounted cashflow basis - the range is more like £150m to £200m.

Privatised, the business is worth even less since the Treasury would require an annual payment, es with ITV, for the use of the spectrum for shareholder gain. And the greater the efforts to prop up the remit by detailed licence requirements, the lower the value.

In truth, no valuation justifies the damage to the service. The board of Channel 4 has always embraced change but is implacably opposed to privatisation. Not because of hostility to the competitive marketplace and its disciplines; we already embrace them. Not because we fear accountability to sharehold ers: like the ITV companies we are accountable to the ITC. We are opposed simply because privatisation offers a rotten deal for viewers.

The author is chief executive of Channel 4





#### **COMMENT & ANALYSIS**

#### FINANCIAL TIMES

Number One Southwark Bridge, London SEI 9HL Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700 Monday August 26 1996

### Lloyd's at the brink

Lloyd's of London's recovery plan was always likely to be a cliffhanger. There are still plenty of disgruntled Names, especially in the US, and they are ready to throw spanners into tha works until the last possibla moment. And there is brinkmanship on both sides. Lloyd's has to ancourage

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Names to accept the refinancing offer, and so has every incentive to present the choice in the starkest possible terms. If the plan is accepted, new Lloyd's sails off to a prosperous future, whereas if it is rejected, the market closes its doors.

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attan polls

he put off

Even so, Friday night's ruling by a US federal court judge represents a serious setback to the plan. Without this ruling, it seemed certain that by this Wednesday's deadlina more than enough Names would have accepted the settlement offer for Lloyd's to announce that the refinancing plan was viable.

From thet would follow other crucial decisions. The Council of Lloyd'a would be confident that the market remained a going concern. And the UK Department of Trade and Industry would not have to think too hard about whether the market passed the relevant solvency tests, which are due to be made in the next few weeks.

Lloyd's is still going to be able to report a gratifyingly high proportion of acceptances after Wednesday's deadline. But what is now thrown into doubt is the treatment of its 3,000 US Names. If upheld, Friday's ruling will in effect put the scheme on ice in the US for a dangerously long period of time.

#### Required detail

At the heart of the US court judgment is the ruling that agreemants already reached Names must be given substantially more financial information before they make up their minds. But Lloyd's says it simply cannot come up with the required detail within the necessary timeframe.

prepared to discuss what steps it might take if loses its appeal against Friday night'a ruling. It cannot put a fence around the US Names, since they are inex- court.

cate in the market. One possibility might be some form of bridging finance to cover the £160m or so which the US membership has to contribute to the plan. But that would fundamentally change the structure of the packaga, to the extent that all the numbers

might have to be reassessed. Wby should anyone outside the market care much if Lloyd's lives or dies? In the last decade, it has often looked like a rotten apple which might just as well be allowed to fall off the tree.

#### Viable future

The answer is that new Lloyd'a, with its past horrors out of the way, does have a viable future. The market is profit-able, and has attracted significant amounts of fresh capital. It remains a very important com-ponent of the City of London, and its survival matters to the international insurance community as well - as demonstrated by the way it continued to attract business through Its darkest days.

So three things need to happen now. Those Names who have not yet accepted their settlement offers should do so immediately. Every case is dif-ferent, but they would need overriding objections to stay out at this stage.

Next, the Lloyd's authorities have to do all they can to get this ruling overturned, while polishing up contingency plans in case they fail.
Finally, international and US

state regulators need to keep a steady nerve, and to maintain open lines of communication among themselves. Without this, there is a risk that the could start to unravel. If the Securities and Exchange Commission disagrees with Friday's ruling that the Lloyd's plan should be covered by US securi ties laws, it should say so.

After all, it would be the ultimate frony if Lloyd's - having been brought to its knees in part by US litigation - should be given the knockout blow by the contested ruling of a US

### In search of a Clinton agenda

The opening of the Democratic strength of his campaign so far convention in Chicago today sees Mr Bill Clinton within sight of his ambition to become the first Democratic president since Franklin Roosevelt to win two terms in the White House. But the convention also sets Mr Clinton the task of articulating a coherent programme for the

next four years. The outcome of the November presidential election cannot yet be taken for granted. The Republican party convention in San Dlego provided a visible boost to Mr Bob Dole's standing in the opinion polls. The ghosts of the Whitewater scandal in Mr Clinton's native Arkansas still haunt the president. But the aigns are that be is already rebuilding his lead over Mr Dole. Mr Ross Perot seems more likely to damage the Republican than the Democratic cause. So, for all the debate about his "character", Mr Clinton remains

The convention itself is expected to hold few surprises. America has changed and the Demo-crats have learned much since the rioting which scarred their last gathering in the Windy City in 1968. Mayor Daley's cops are still around, but their batons have been replaced by smiles.

Mr Chinton can expect grumding from the liberal wing of his party, after putting his signature last week to a welfare bill which removes one of the central planks of the New Deal. But the convention choreographers appear confident of keeping the controversy off the air-

#### Activist president

Mr Clinton's intention is to present himself as the activist president. His ratification of welfare reform last week was accompanied by an increase in the minimum wage, changes in bealth insurance and a new assault on the US tobacco industry. In a five-state sweep through middle America before arriving in Chicago on Wednesday, he is promising a further flurry of populist initiatives on issues like crime and education. ironically though, the

has rested on his record. The big mistakes of his first two years in the White House have been obscured by the subsequent skill with which he has co-opted many of the policies of moderate Republicans.

The US can boast an enviable economic performance. Growth has been steady and, under the careful watch of Mr Alan Greenspan at the Federal Reserve inflation has remained low. Some 10m new jobs have been created since 1992 and the budget deficit has been halved. Mr Clinton has had his share of good luck, but that will not prevent him grabbing the credit.

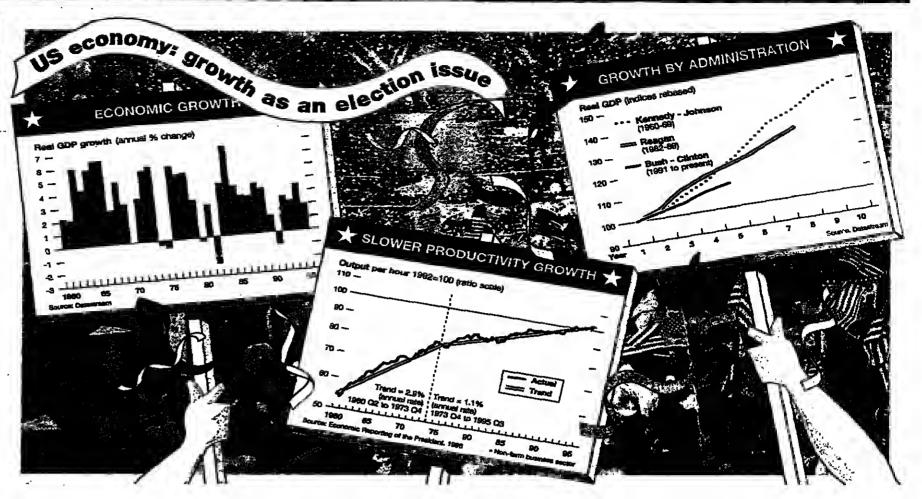
#### Familiar themes

The president can also stake a claim to a bigger shift in American politics. His support for a balanced budget by 2002 has awung the Democrats behind fiscal conservatism. Tha "big government" dreams of the old Democrats, still there during the first years of Mr Clinton's presidency, have been broken.

That leaves the future. In a new book ha dwells on the familiar themes of responsibility, community and opportunity. Education will be a central theme of his campaign. But Mr Clinton the realist has yet to set out a programme which distinguisbes between activism and big government. Mr Dole will make much of the Republican charge that once re-elected, Mr Clinton would revert to his bad old Democrat ways.

There are question marks, too, over foreign policy. After a stumbling start which ended in humiliation in Somalia, Mr Clinton has shown a steadier hand. But it remains uncertain whether he would follow in tha wake of previous second-term presidents in making foreign affairs his priority. If he is to seek the initiative on the world stage, he must set achievable

This presidential campaign will mark the last for a politician who has been fighting elections for all of his adult life. The US is not alone in wanting to know what comes next.



### How high can the eagle fly?

The growth rate of the US economy is a hot political topic, and doubts over statistics add to the confusion, says Michael Prowse

ow fast can the US economy grow? This deceptively simple question is becoming one of the most contentious issues in this year's presidential race. The White House maintains

that the economy's recent performance - annual growth of 25 per cent - is about the best that can be achieved. In fact President Bill Clinton's advisers are projecting slightly slower growth of 2.3 per cent for the remainder of this decade and beyond, reflecting the maturity of the business cycle. Sensing a political opportunity,

Mr Bob Dole, the Republican challenger, dismisses Mr Clinton'a performance and projections as "anaemic". Under Mr plan, "we have entered a new era of diminished expectations - an era when we are told that we can't even match the progress of the past, much less compete with the most dynamic economies in

Republicans, says Mr Dole, reject such pessimism. They believe "America can do better". If elected, he and Mr Jack Kemp. his running mate, would set an ambitious growth target of 3.5 per cent a year. They would put wages back on a upward track and dispel the economic anxiety of the middle classes.

It sounds like a rousing campaign message. Indeed, Mr Dole's complaints about Mr Clinton's lacklustre performance are echoed by many left-of-centre Democrats who also believe faster growth is feasible.

It is easy to see why many Americans are unimpressed by the recent recovery. The low unemployment rate and the 10m new jobs created in the past four years are largely taken for granted. People still recall electrifying bursts of growth: in the expansion of the 1960s annual growth was 6 per cent or more in

three separate years and averaged about 4.5 per cent. In 1984 - the year President Ronald Reagan was running for re-election - growth surged to 6.8 per cent. Between 1982 and 1989 growth averaged 3.75 per cent and dipped below 3 per cent in only one year. By contrast, in the present expansion growth has exceeded 3 per cent on only one occasion - 1994 - and then only by half a percentage point.

In simple accounting terms, the decline in the US growth rate is readily explained. Output growth can be split into two factors: growth of the labour supply; and growth of productivity or output per bour. In the 1960s both worked in the US favour. Productivity growth in non-farm busi-Clinton he wrote in his economic nesses averaged 2.9 per cent a year between 1960 and 1973. Civillan employment grew at an annual rate of about 2 per cent. Since 1973, productivity growth

has declined to an average annual rate of 1.1 per cent. And demographic changes have led to a near-halving in the growth of the labour force. Taken together these changes explain a decline in the average annual growth rate from more than 4 per cent in the 1960s to about 2.5 per cent in recent decades. It is also why this year's Economic Report of the President projected a further decline in sustainable growth to 2.3 per cent a year, reflecting productivity growth of 1.2 per cent and employment growth of 1.1 per cent.

Dismal recent data on productivity auggest this may be too optimistic. Output per hour in non-farm businesses has risen at an annual rata of well under 1 per cent in the past three years. In its latest economic forecast, the Congressional Budget Office - an independent fiscal watchdog said the economy's noninflationary growth rate was now only 2.1 per cent a year.

Many economists, however.

simply do not believe the official figures. In political terms the Clinton administration shot itself in the foot this year by shifting to a new "cbain-weighted" method of measuring output growth. This cut recent estimates of growth since 1991 by about half a percentage point, from just over 3 per cent to about 2.5 per cent. Growth in 1994 is now put at 3.5 per cent, against 4.1 per

cent on the old figures. The chain-weighting system involves continuous adjustments to reflect the changing structure of prices in the economy. In theory it is more accurate than the old method, which relied on the prices of an arbitrary "base year" such as 1987. Analysts complain that by shifting to chainweighting, the administration removed an upward bias to growth estimates while failing to address more significant downward biases. Official growth figures now give a less, rather than more, accurate picture of what is

really happening. he US economy has been growing at least a percentage point fas-ter than the published figures indicate - at nearer 3.5 per cent than 2.5 per cent," says Mr Bruce Steinberg, a senior economist at Merrill Lynch, the New York financial services group. The most important downward bias, be argues, is the over-statement of inflation by the consumer price index

Many experts believe the index exaggerates underlying inflation by at least a percentage point a year. Since consumer spending accounts for nearly 70 per cent of gross domestic product, this factor alone could depress the official growth figure by well over half a percentage point a year. A second source of downward bias, emphasised in congressional testimony by Mr Alan Greenspan, the Federal Reserve chair-

man, reflects the failure of statisticians to keep pace with the changing structure of the economy - the progressive substitution of intangible services for physical output. Under existing conventions a steel mill is treated as capital investment and added to GDP.

> Corporate expenditure on computer software, bowever, is treated as a cost of production and fails to appear as part of the economy's final output. Yet spending on software and other forms of "conceptual" wealth has soared in recent years. Analysis of productivity data by Professor Robert Gordon of Northwestern University only

increases scepticism about the official figures. In a paper for the National Bureau of Economic Research, be argues that "measurement error" accounts for a adgnificant part of the apparent decline in productivity growth since the early 1970s. In addition to downward biases caused by the overstatement of

inflation by the CPI, be stresses the problems raised by a shift of economic activity into sectors where productivity growth is "hard to measure" and probably understated, such as service industries, retail, and construction. Such sectors accounted for 69 per cent of GDP in 1990 against 51 per cent in 1947. The flaws in the official data

confuse the debate. Republicans are right to argue that growth of more than 2.5 per cent is feasible without risking higher inflation. But since the economy is really growing faster than this already perhaps at an annual rate of between 3 per cent and 3.5 per cent - it will be harder to improve on Mr Clinton's performance than the official data might suggest. The Democrats may already be close to achieving Mr Dole's growth target.

Does this mean that the Republicans are being irresponsible in

growth? Not necessarily. Since the economy is at or near "full employment", a traditional Keyoesian boost to demaod would probably lead to higher inflation. But takeo at face value, Mr Dole's plan involves no boost to demand.

Yes, be wants to cut taxes by the equivalent of about 1 per ceot of GDP over the next six years. But since these tax cuts are to be offset by even larger spending cuts, the budget deficit is projected to decline from about \$120bn (£77.9bn) next year to zero by 2002. Nor can he wriggle out of this, as he is committed to passing an amendment to the Constitution mandating a bal-

The Dole plan is a supply-side strategy designed to improve eco-nomic efficiency. It includes a 15 per cent across-the-board cut in marginal income tax rates, a lower tax on capital gains, education reforms, a reduction in the burden of federal regulation, and an overhaul of the legal system. If enacted, such measures could increase the economy's potential growth rate, although not by as much as the Dole camp claims.

The Republicans' growth rhetoric would be dangerous only if a future Dole administration were to bully the Fed into loosening monetary policy. But the notico that Mr Dole would insist on Mr Greenspan's resignation and attempt a Keynesian "dash for growth" is too far-fetched to be taken seriously.

If Mr Dole wants to improve on Mr Clinton's record, a more promising tactic would be to instigate a review of US economic statistics. By correctiog the flawed estimates of productivity and prices, he might be able to deliver "official" economic growth of near 3.5 per ceot while reducing the measured inflation rate. Voters would be suitably impressed.

### BSERVER

#### Fairest of them all

Who says the Swiss lack a sense of humour? Cash magazine. Switzerland's raclest ss weekly, has just run a competition to find Switzerland's most pulchritudinous husiness leader. It printed musshots of 20 of the country's most handsome male bosses, ranging from Nestle's Peter Brabeck to wissen's Philippe Bruggiser. It then asked readers to pick their

There were almost 1,000 es. No doubt the numb would have been even higher if the prize - a free weekend for two at a posh hotel - had included a night with Switzerland's most beautiful Nevertheless, the results of the

competition were illuminating, as they seemed to undermine Cash's thesis - based on an interview with a University of Texas professor - that good looks mean business success. Josef Ackermann, who has just lost his job as Ramer Gut's heir apparent at Credit Suisse. was the firm favourite of Cash's overwhelmingly male readership. By contrast, hissuccessor, Lukas Mühlemann,

the highly successful boss of

Swiss Re, received just one vote.

And the fact that Daniel

of Novartis, was voted as the third most attractive businessman in Switzerland fust adds to Observer's suspicion that this fresh-faced wunderkind needs to be watched.

However, Vasella and Ackermann were beaten to the top spot by a relatively unknown Swiss business beauty - Heinz Karrer. Who? Karrer is boss of Ringler Schweiz, the private publishing company that just happens to own Cash.

#### Tina fizzes out Poor old Pepsi Cola. R. has just had to suffer the sight of its Venezuelan bottler defecting to arch rival Coca-Cola. As if that wasn't bad enough, news now emerges of another blow - this

time over one of its celebrity Pepsi spent about \$20m to buy the backing of Tina Turner, the self-styled queen of rock in the mid-1980s. "Wa got the taste for living, we got the taste for . loving, we got the taste for Pepsi," she sang to a stadium

the rock star has lost one of her raste hors . After her recent concert at the UK'a Alton Towers leisure park. Turner was offered the best rooms in the park's new hotel. There was the Arabian Nichts suite, the Cadbury's chocolate

full of Pepsi fans. But it seems

Princess suite. So why did she choose to stay in the suite called the Coca-Cola Fizzy Factory, with the other side's stuff on

Let's hope that supermodels Claudia Schiffer and Cindy... Crawford - fronting Pepsi's latest \$450m campaign - show little more gratitude.

#### Moscow tumblers Lenin will doubtless be

spinning in his mausoleum bringing an entirely new meaning to the Great October Socialist Revolution - when Red Square is turned into a vast arena for international circus performers in two months' time. The organisers of the event, rousingly entitled "All Circuses of the World Are Our Guests!". hope to draw as many as 100

competitors, and are already busy selling television and film rights. But few speciators will be allowed to watch the events first hand: there are too many semurity auxieties these days. Thirteen circus arenas will be

built in the historic Moscow square, directly in front of Lenin's spectacularly ugly tomb, which once doubled as the Polithuro's review stand for. awe inspiring military parades. It isn't yet clear whether Boris. Yeltsin will continue the tradition, by standing on top of

the mansoleum to appland the feats of Coco the clown. Russia's die hard communists may be offended by the

desecration of their once sacred site. But the organisers can always reply with a bon mot from Karl Marx, history repe itself first as tragedy and then as

#### The late shift

There are signs that German employers are becoming rather sick of union demands for 20 per cent more pay for the longer working hours coming into force, since Germany's restrictive shop opening hours were released at the end of June.

The Boun office of the Financial Times received an unsolicited fax just after 6pm last Friday afternoon unusually late, considering Germans' habits of leaving work immediately after tunch on Friday, It stated that the Altes Forsthaus, a hotel near Buckeburg in northern Germany, is altering its billing practices. It kindly requests all union members to identify themselves as such at the reception. "You will then be able to enjoy a 20 per cant surcharge on your bills for all services which are afforded outside the current legal working hours. With best regards, the

management."

### Ginancial Times

#### 100 years ago

British Colonial Trade In the despatch forwarded by Mr. Chamberlain last Novem-ber to all the Colonial Governors, on the subject of trade between the United Kingdom and the Colonies, prominence was given to a request for pat-terns or specimens of goods of foreign origin which have displaced, or are displacing, similar British goods. The duty of housing and distributing these was undertaken by the London Chamber of Commerce and that body is commencing to receive the collections of samples.

#### 50 years ago

Hosiery Control Relaxed Directional control of hosiery production is to cease on 2nd November. "You are advised," states the Controller (Mr. C.R.Coleman) in a letter to manufacturers, "that it will be necessary to maintain the manufacture and aupply of utility knitted goods at about the present level.

"Manufacturers will also be expected to maintain a balanced production on the lines of their previous programmes. Falling that it may be necessary to revert to programme control." The change has been

decided upon after discussion with the industry in view of the increasing output of knitted goods

LAWYERS FOR BUSINESS



### Hidden lens snaps VW trials

By Andrew Fisher in Frankfurt

It is not just the British royal family; paparazzi photogra-phers have penetrated Volkswagen too. The German car manufacturer yesterday revealed that a hidden camera, triggered by the heat of a passing car, bas been snapping prototype Volkswagens at a test site in Germany.

The disclosure is the latest get them. iodustrial espionage controversy involving Volkswagen.

The camera took shots of several VW prototypes, one of which - the hig Passat family car - is being shown to motor-ing correspondents for the first time in Dresdeo tomorrow.

Volkswagen yesterday said a top German detective had beeo appointed to lovestigate the clandestine picture taking, thought to be the work of wellorganised professional photog-The company would not specu-late on those responsible for

Test-track photos of new models, ket next year, and a planned were transmitted by satellite

dimension" in industrial espio-

Pictures of new models and prototypes are highly valued by specialist motoring magazines and some photographers go to considerable lengths to

For their part, car makers make great efforts to conceal their test tracks and camouflage their prototypes, known in the trade as mules. Premature disclosure of new models discourages buyers of

existing models and dilutes the excitement of product The relative sophistication

of the VW penetration suggests this act is more than the work of a lone photographer.

what it describes as a "new north central Germany before burying the camera in the

grounds. Volkswagen spent six months searching for the camera after suspecting one was hidden in the grounds of its headquarters in Wolfsburg, north central Germany, or at nearby Ehra-Lessien.

The camera contained an infra-red sensor that was trig-gered by the warmth given off by every passing vehicle. The images were beamed up to a satellite which in turn transmitted them to a hidden Some of the pictures are

thought to have reached a rival manufacturer and have heen published in a motoring magazine.

The camera photographed penetrate the well-protected the new generation Golf.

VW Ehra-Lessien test site in expected to come to the mar-

car known as the EA-420, a smaller version of the bottomof the range Polo.

So alarmed was VW by the cunning way in which the photographs were acquired that its chairman, Mr Ferdinand Piech, personally ordered the appointment of Mr Dieter Langendörfer, one of Germany's

top detectives, to investigate. Mr Piech is no stranger to industrial espionage scandals. Three years ago, VW was sensationally accused by Opel, a subsidiary of General Motors of the US, of illegally acquiring some of its highly confidential production plans. That case is still unravelling in German and US courts.

Mr Langendörfer, who this year found the kidnappers of Mr Jan Phillip Reemstma, the Hamburg cigarette heir, leaves the Hamburg police to take up his job with VW in October.

VW ruling, Page 2

#### China's foreign exchange reserves swell to \$90.8bn for Lloyd's

By Tony Walker in Beijing

China expects its foreign exchange reserves to swell to \$100bo by the end of this year, racking it second behind Japan and ahead of Germany and Taiwan among countries with healthy foreign exchange

Mr Dai Xianglong, governor of Cbina's ceotral People's Bank, made the forecast while announcing that the country's foreign exchange reserves reached \$90.8bp at the end of July. This compares with Taiwan's reserves of \$86.1bn.

Japan's reserves reached a record high of \$212.2bn in July. This represented the 33rd consecutive moothly increase. Germany's reserves stood at \$89.1bn at the end of May and

The trend might further escalate trade tensions between China and the US. Last week, it emerged that in May the US trade deficit with China had for the first time become larger than that with

grow rapidly, spurred by a strong inflow of foreign invest-

The trads account is expected to be positive this year, but well down on last year's surplus of \$16.7bn.

China's reserves were up by 24 per cent in July compared with a balance of \$73.6bn at the end of 1995. The continuing build-up of reserves is reflected in a strong yuan which has appreciated by about five per cent against the US dollar in the past twn years.

Court win set to boost tobacco shares

Beijing does not include funds lodged with the Bank of China in its official reserves. but if these were included, China's official boldings of convertible foreign curreccies

would stand at about \$150hm... China's healthy foreign exchange position has enabled it to stabilise its currency since unifying its multiple exchange rates at the beginning of 1994.

That movs resulted in an

effective devaluation of about 30 per cent against the US But its strong reserves may

prove a double-edged sword in its dealings with institutions like the World Bank.

The bank is under pressure to review China's developing country status and thus its continued access to soft loans.

### High level of support

Continued from Page 1

US Names were prepared to Lloyd's ruling council is due

to meet on Thursday to decide whether enough Names have accepted to declare the plan unconditional. As well as a £3.2hn out-of-court settlement offer to settle Names' legal claims for damages, the plan inclodes proposals to set up Equitas, a glant reinsurance company funded by Names to take responsibility for billions of pounds of mainly US asbes-tos and pollution liabilities.

Lloyd's needs to achieve two ends from the recovery plan: to end the litigation which is crippling debt collection and to raise sufficient funds from Names to fund Equitas. The market says it is not possible to determine precisely what percentage of support is neces-

Last night it was unclear whether Lloyd's could proceed with the recovery plan without US Names. They would have to pay a total of about \$166m. under the recovery plan and their liabilities are inextricably linked. One option would be to use bank borrowings to fund any shortfall, but excluding US Names might alter the offer to such an extent that it could not go ahead.

sary to meet those two criteria. nology - such as the virtual showroom, where customers could go for

#### verdict sends a clear aignal panies had concealed know-that there is no legal ground-ledge about the addictiveness opening the door to billions of swell in the American court of cigarettes - a factor that

dollars' worth of lawsuits.

Tobacco companies were precedents. jubilant, saying the outcome confirmed the Florida verdict bad been an aberration, Mr Charles Wall, senior vice-president for litigation at Philip

system to reverse 40 years of

The anti-smoking lobby drew comfort from the fact that the jury in the Indiana case had not been permitted to consider evidence suggesting that the tobacco industry comrida case. Professor Richard Daynard. head of the Tobacco Products Liability Project at Boston's

School of Law, said hundreds

of other cases were pending.

Nortbeastern

for the change of mood.

### Chicago's radicals of '68 return in suits and ties

Cootioned from Page 1

west side neighbourhood. Ms Bernardine Dohrn resurfaced in Chicago in the early 1980s. She is oow a respectable lawyer. dresses in suits and pearls and works as

an advocate for juvenile justice. In addition to the celebrity activists, countless lesser-known protesters have joined the establishment, and populate

both corporate and public life in Chicago. There are still plenty of issues for proters to chew on this week, and advocates for fair housing, employment and healthcare for the poor, will do their best to get the attention of convention delegates, often outside the bounds of the

city's designated "protest spots". Mr Clinton has acknowledged that divi-sions, especially over welfare reform,

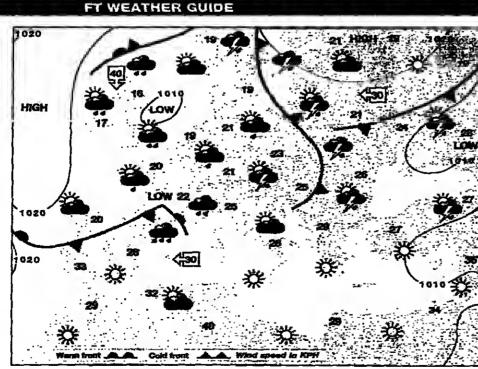
could surface in the convention hall. But nothing as extravagant as the reaction of the New York delegation in 1968, when an anti-war stance was finally excluded from the party's platform, is likely. That delegation led others in putting on black arm bands and singing "We Shall Overcome." Although he was an anti-war protesto himself. Mr Clinton, is probably grateful

#### **Europe today**

Scotland will be cloudy with rain The rest of the British Isles will be partly cloudy with scattered expected in the Benelux, Germany and northern France, Central France will remain dry but southern France and northern Spain will be generally cloudy with occasional rain. There will be numerous thunder storms near : front in eastern Europe and the northern Balkans. East of the front, high pressure will bring dry and sunny conditions to Russia. The Mediterranean will be sunny.

Five-day forecast

The British Isles and western Europe will continue unsettled Humid conditions with thunder storms are expected in eastern Europe, the Alps and the northern Balkans, Southern Italy, Greece and Turkey will be dry and sunny.





THE LEX COLUMN

### The road ahead

Do car makers need to make cars? A look at the personal computer industry suggests today's giant motor manufacturers will be very different companies 10 years from now: flexible design houses, with strong control over how vehicles are branded and sold but little, if any, involvement in building them.

Cost-conscions car makers are outsourcing ever more complex subassemblies to component suppliers and asking them to share risk by chipping in capital and sharing R&D spending. The Japanese are already almost pure assemblers. Only 15 per cent of the value of a Toyota is added at the parent company's factory, against over 50 per cent at US rivals.

But some of the most radical ideas are coming from Europe. BMW with its 23 roadster and Mercedes with its two-seater Smart car are moving from sub-assemblies to modules, where one contractor is responsible for, say, the whole front end of the car. That can reduce sup pliers from almost 500 per model to around 30. Volkswagen is trying to go further. Its controversial head of. production. Mr José Ignacio López, envisages bringing between five and eight partner-suppliers into a factory. Together with VW, they would run the plant and share the

The opportunity to cut costs this way remains huge. But vehicle manufacturers will have to weigh that against a potential hollowing out of their technical abilities. And while they have been fostering consolidation among their suppliers, they must take care not to let the power shift too far in that direction. Nonetheless, shedding an exces-sive focus on manufacturing should free up resources to improve distribution. Car makers badly want to cut out middleman dealers who suffer from a poor image - Americans, famously, would rather have a root. canal filled than buy a new car -and get closer to customers. Credit card loyalty schemes provide some data on consumers. Integrating computer systems from factory to forecourt is a logical next step. Korea's Daewoo has even chosen to

build up its own dealer network in the UK. But for established operators, buying up networks of existing dealers would be expensive. Instead they might try to bypess traditional dealers with new tech-

It adds up to a tempting vision. As leaner, less asset intensive com-panies, car makers will throw off more cash. In an industry plagued by overcapacity, some of the bene fits will be competed away. But those who are boldest in embracing these trends are likely to prove the

Russia'a newly-installed government faces a dilerama. If it tries to cut its sky-high interest rates, hun-dreds of Russia's flighty banks (which financed President Boris Yeltsin's re-election campaign) may go bust. If it does not, then desperately-needed industrial investment will never start. It would take more than a tot of vodka to induce any sane banker to make long-term industrial loans when government bonds are yielding 90 per cent a year, the exchange rate is stable, and inflation is less than 1 per cent

Opening up the government debt market to more foreign investors would rapidly drive down borrowing costs throughout the economy. But the central bank argues the move is fraught with risk. It may have a point: So far, Russia has only attracted fringe capital, which will flee whenever Mr Yeltsin's heart skips a beat. Such unstable flows of foreign capital could play havoc with Russia's exchange rate policy. The spectre of Mexico chills the Slavic marrow.

But such arguments overstate the immediate risks and signal a lack of confidence in Russia's ability to shape its own economic destiny. Sober-minded foreign investors would only applaud the government using the debt market for its proper purpose financing the budget defithan for propping up crappled banks. If the only way some limindal institutions can stay affort is to bet the bank oo government bonds, they do not deserve to survive for

At present, Russia's economic sit-uation is unsustainable. On some estimates, the government debt market absorbs a sum equivalent to all domestic retail savings. In short, the Russian government is "crowding out" private sector investment to an extreme degree. Unless II sharply reduces its budget deficit, it must cut its borrowing costs - as it has scope to do. Russia has endured the pain of financial stabilisation; it seems perverse oot to reap its rewards.

#### Carlsberg-Tetley

The deal to sell Allied Domecq's brewing interests may have fermented for an excruciatingly long time, but at least the finished product looks palatable. Combinion Carlsberg Tetley with Bass's exist-ing brewing business will create £90m annual profits. These cost savings are being shared fairly evenly in a deal that benefits every one, but is excellent for none.

Certainly Bass should have squeezed a better bargain, since there was oo other likely buyer; Whitbread would have struggled to balance Carlsbarg with its other lager brands. Bass's drive to be the UK's number one brewer may have made it too eager. Nonetheless, it gets a one-step improvement in profits from cost savings. With fewer big brewers, the survivors bave a stronger negotiating position with retailers and independent pub owners. And it is well insulated against regulatory risk. If the competition authorities insist on excessive concessions in exchange for permitting this deal, Bass should not lose much in making its exit.

interies (

The risk for Carlsberg is that, if the deal is blocked, it will end up not just with its existing half-stake in a loss-making Carlsberg-Tetley but most of Allied's as well. Allied probably comes out best, because either way it sheds its brewing interests. This will give its pub business a new lease of life, since it will no longer need to buy beer at above-market prices from a tied brewery. Moreover, with this distraction out of the way, long-suffering Allied shareholders must hope management will start delivering adequate returns from the rest of

### Leading the way in Croatian banking

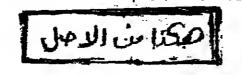
Zagrebačka banka is Croatia's largest private bank with total asssets of \$3,2 billion and 66% of its shares in the hands of individuals and private corporate investors. It is the clear leader in international banking in Croatia and has initiated several pioneering transactions that have helped open up the country's financial markets.

- ◆ First Croatian commercial bank to receive a loan from the European Bank for Reconstruction and Development. The credit totalled DEM 56 million and was the EBRD's first private sector transaction in Croatia.
- ◆ First Croation borrower to top the syndicated loan market without a guarantee from the Republic of Croatia. The CHF 130 million term loan was heavily oversubscribed.
- ◆ Engaged as a joint global co-ordinator in the first IPO af a Croatian company. The shares and GDRs were listed an the Londan Stock Exchange and the affering was heavily oversubscribed.
- ◆ The first and leading provider of custody services in Croatia; the bank's shareholders' funds amount to \$311 million.

◆ Best bank and the undisputed market leader in Croatia (Central European awards, April 1996).

Zagrebačka banka 🗷

For further information, please contact: Zagrebačka banka, International Division, Savska 60, 10000 Zagreb, Croatia, Telephone: (385 1) 518 895, Fax: (385 1) 515 092



"An income statement is a portrait of how the manager has behaved daily." 

#### **FINANCIAL TIMES**

### **COMPANIES & MARKETS**

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cor # Interleasing HOW DO YOU CONTROL THE COSTS company we'll arrive you gut the best possible value from your float.

Monday August 26 1996

### Bombardier plans to launch 70-seat jet Warburg

**Aerospace Correspondent** 

Project could replace jobs lost after Fokker collapse

Executives at Bombardier. the Canadian eerospace and transport group, hope to announce next week at the UK's Farnborough air show that they plan to launch a new 70-seat jet.

Tha announcement that the group will begin offering the regional jet to airlines is likely to be followed by a formal decision by the Bombardier board in November to go ahead with production

The initiative follows Bom-bardier's decision not to acquire Fokker, the Dutch regional aircraft builder which went bankrupt earlier this year. Fokker made 70 and 100-seat jets and could have offered the Canadian group a cheaper way of entering this market.

Mr Laurent Beandoin. Bombardier chairman, said

possible takeover of Fokker's aircraft manufacturing A decision to enter the 70-

seat jet market would mark an extension of the ambitions of the Canadian group, which only entered the aerospace industry 10 years ago. The company, which also

to make a success of Fokker. Samsung of South Korea has a range of turboprops and resumed negotiations into a business aircraft. The group will today in in 1998.

Toronto unveil its newest corporate jet, the long-range twin-engined Global Express. Bombardier says that the aircraft, with a list price of \$34m each, can fly non-stop from New York to Tokyo. The Global Express, which is powered by engines pro-

next month and is expected to enter commercial service

Mr Beaudoin said that the 70-seat jet project could help replace jobs lost at Sbort Brothers, its Nortbern Ireland subsidiary, following the collapse of Fokker. He said that "quite of bit of the work" on the proposed jet could be done in Northern

wings for some outstanding work is completed, towards

the end of the year, another 300 jobs could go. Mr Beaudoin said that engineering teams et Sborts would probably be involved

in preliminary work ou the

about 30 per cent of the mar-

ing external customers

The egreements will now

for epproval to open the way

The DTI is expected to

10 per cent.

for new bids.

#### craft, has made 700 employinvests ees redundant since the Dutch company went into receivership earlier this in Esprit The Northern Ireland manufacturer is still making Telecom

**Pincus** 

By Alan Cane in London

Warburg Pincns, IIS-based venture capitel company with special luterests in telecommunications. is investing in Esprit Telecom, a fast-growing, privately-held European operator. It joins Hancock Venture Partners and Apax Partners in funding the Amsterdambased group wblcb sells mainly to large and medinm-sized businesses.

ket, while Lloyds has about Warburg Pincus' invest ment is believed to be about Interest, particularly from \$20m, but the egreement other regional wholesalers in leaves open the possibility the UK, was understood to of further investment. The bave led to at least three bidproceeds will be used for expansion, especially in Gerders for each depot supply-

Mr Dominic Sborthouse of be submitted to the Depart-Warburg Pincus joins the ment of Trade and Industry Esprit board.

Mr Michael Potter, Esprit president, said: "This finan-cial link with Warbarg provides Esprit with the necessary resources to bring the company closer to achieving our long-term goal of becoming the largest independent European provider of international and long-distance telecoms services."

Five-year-old Esprit has offices in the UK, Netherlands, Spain, Belgium,

France and Ireland. For the second year It has won the contract to bandle the UK government's international phone traffic worth about £70,000 (\$108,500) a month. It is strong in the than 50 per cent of the Scot | financial, travel and hotel services sectors.

> As a privete company it does not divalge profit and loss figures nor the size of individual investors' stakes, bnt is believed to bave a turnover of less than \$100m a year. It is not yet in the black although the Dutch and UK operations are prof-

itable. Its strategy has been to let customers dictate the shape and size of its network, installing its own switches but leasing transmission capacity from other operators when necessary.

The \$200bn-a-year European market should become fully liberalised on January

#### INSIDE

#### Microsoft

More than 1m users of Microsoft's latest web browser. Internet Explorer 3.0, will require a new version in order to avoid a potentially serious problem discovered by US computer security experts that could damage data on personal computers.

#### Coutts

Coutts, the private banking arm of the UK's National Westminster Bank group, is considering possible acquisitions to expand into domestic private banking in the US. providing asset management and other financial services. Page 18

#### N&P/Abbey National

About 665,000 former National & Provincial savers who now bold accounts in Abbey National of the UK were credited with £875m in cash after Abbey's official takeover of the building society for £1.35bn earlier this month.

#### Fund Management

It is widespread assumption in the fund management industry and a significant factor behind the current merger wave - thet increased size produces great economies of scale. However, a recent survey suggests case. Page 18

#### Global Investor

With yields in international bond markets still relatively low, some investors are thinking junk bonds high-yield corporate securities - are worth another look, in spite of their poor reputation. More than \$42bn has been raised in junk bond issues in 1996 to dete and at this rste the total for the full year could exceed the \$59.4bn issued in 1993.

#### that manufacturing costs in the Netherlands were too duced by BMW Rolls-Royce, manufactures trains and high for the Canadian group snowmobiles, already pro-Shorts, which produced the Anglo-German joint ven-Lloyds Chemists clears way for rival bids

UK brewer turns up volume

to drown out competition

Lloyds Chemists, the UK pharmacy group, has cleared the way for takeover bids from two rival suitors -Gehe and UniChem - by finding buyers for its pharmaceutical wholesaling busi-

speed up the drawn-out bid battle, Lloyds told both Uni-Chem and Gebe on Friday that it had secured agree- day: "There have obviously

nly a chain-link feuce separates the

and Carlsberg-Tetley in Bur-

ton, the Midlands home of

English brewing. Once Bass

pays £200m (\$310m) for the "pop factory", as it calls its neighbour, a pair of wire cut-

start the integration of the

its title as the UK's largest

years it hopes to achieve

Yet by playing that vol-

only 0.4 per cent in 1998,

according to SBC Warburg

terms very similar to those

finally announced by Bass

yesterday. NetWest Securi-ties forecast a gain of only

The UK beer market will

nstioual brawers falling

from four to three, Bass

sėys. "Wholesale price

increases will be hard to

come by," Sir Ian Prosser,

Scottish & Newcastle and

Whitbread, the other

national brewers, and e

handful of competitive

regional and foreign brewers

will be fighting for business

from increasingly large chains of pubs and super-

As an expanded Bass cuts

its costs to widen profit mar-

gins, those powerful buyers

will drive ever harder bar-

gains. "Our defence is pre-

mium products and innova-

tion," Sir Ian says, pointing

to new products such as Caf-

frey's Irish Ale and Hooper's Hooch alcoholic fruit drinks,

which have sold well in the

past year.

chairman, said yesterday.

two breweries.

breweries of Bass

ters will be all it needs to Premier and Caffrey's will

Bass will instantly regain cent bafore the merger

brewer, lifting its market similar weakness, according sbare from 23 per cent to NatWest. Such high-

35-38 per cent. Within three priced beers are insulated

cost savings of about £90m a standard beers. They year.

Yet by playing that volWhitbread's portfolio and 30

predictions based upon retion Caffrey's until its

remain fiercely competitive Bass is short of brewing and even with the number of packaging capacity, s prob-

ume geme, Bess will per cent of S&N's. enhance its brewing profits Bass was surpris

sale of up to seven warehousing depots, thereby fulfilling government conditions for the bids to go

At the same time Lloyds launched an offensive ageinst what it sees as moves to reduce the value of the original blds following the disposals and its own profits warning last month. HSBC Samuel Montagu, Lloyds' advisers, said yester-

and lagers such as Carling

account for 11 per cent of its

portfolio, down from 12 per

because of Carisberg-Tetley's

from the deep discounts on

Bass was surprised by the

success of Caffrey's and

Hooper's Hooch. It had to

brewery in Northern Ireland

had been expanded, and it is

subcontracting a large

cbunk of Hooper's Hooch

production to other brewers

to meet demand. Overall.

lem the merger will solve.

Moreover, it is prond it

spent so little on advertising to launch Caffrey's. It relied

instead on the massive dis

tribution power of its estate of about 4,300 pubs.

A further example of

came recantly with its tising on, for example, Vault, relaunch of some of its main its riposte to Hooper's

Bass's marketing weakness

ales using "mixed-gas" taps

in pubs, which give them a

creamy head. The ales cost

more to produce and the

quality is higher, pushing them ales towards the pre-mium category. But Bass seys it is unable to raise

the value of Lloyds. But although its historic profits have been adversely affected by the distraction of the bid there has been no change to tha value of the business going forward. It is certainly as valuable now as it was

four months ago." Gebe, the German pharmaceuticals group, has indicated that the value of Lloyds had diminished since it launched a £650m (\$1bn) more sanguine about the bid earlier this year. As well effect of the disposals and

Getting ahead

Whitbread

Scottist

skills from Carlsberg-Tetley, which, has become very

adventurous of late. It has

pushed the bounds of adver-

Carlsberg-Tetley is heavily into modern

management-speak whereas Bass is traditional

leader of the clubby "beerage" of UK brewing

Hooch. Pictures of nipples

plerced to take the metal tag

from Vault bottles appear on the Internet website of

Allied Domecq, Carlsberg-Te-

tley's half-owner until the

Carlsberg-Tetley is also

heavily into modern man-

Bass deal.

ments in principle for the been attempts to talk down as the disposal of the wholesale business - which it said contributed about 2 per cent of Lloyds' operating profits -lt has highlighted the difficult trading situation at the UK group.

Lloyds' profits warning last month prompted analysts to slash current annual profit forecasts from £60m to

UniChem, the UK drugs products retailer, has been

DidCEwan's ... 1.9

14\* Worthington Best Bitter 1.8

the clubby "beerage" of UK brewing. Avoiding a culture

clash will will be essential to

Heightened marketing

benefits of the acquisition.

skills will also be essential

Grolsch and Staropramen.

STATISTICS

to Beddington's

warnings. Its cash and share offer valued Lloyds at £630m. A Lloyds' insider said yesterday that although the sale of up to seven wholesaling depots would reduce sales by some £150m e yeer the impact on profits would be "insignificant".

The two bids were referred to the Monopolies and Mergers Commission in March because of the implications for the UK wholesale drugs distribution market. Uni-Chem and Gebe each have respond within three weeks.

its UK profits collapse from

about £65m before it merged

its UK brewing business

Fellow brewers say Bass is

inexperienced in and un-

licensed brands, focusing

instead on those it owns. Yet

Carlsberg has entrusted its

business in the UK, e key

overseas market, to Bass.

Yesterdey's deal demands

Bass sells certain volumes of

Carlsberg but these levels

also eroded badly.

Roderick Oram on why a bigger market share is unlikely to end Bass's problems consumption in 1989, but sell

only 38 per cent and 27 per

cent respectively today. Bass will argue to the Office of Fair Trading that this rapid trend towards a free market means its large market share post-merger is not anti-competitive. Moreover, it will argue that large regional shares (it has more with Allied Domecq's in tish and Midlands markets; 1993. Its market share has are largely irrelavant because an increasing volume of beer is bought

nationally by chains of pubs enthusiastic ebout building and supermarkets. The OFT is likely to extract some price for its approval, however, most likely e reduction in Bass's estate to further the trend to a free market. A smaller estate will only increase pressure on Bass to improve

"don't give us e cause for its skills as e free market concern", Sir lan says. Satisfying Carlsberg's If it fails to achieve that, it ambitions for its brand will be critical to the merged will be stuck as e volume brewer - having regained business. The Danish brewer the title of the UK's biggest, will take no royalties but it would find itself wearing a instead will profit from its 20 bollow crown.

brewing operations. Bass will have to rise to these formidable challenges on marketing and innovation to catch up, particularly with Whitbread. "On balance, I wish Bass waso't going to buy Carlsberg-Tetley, but it won't make much difference when they do," a senior Whitbread executive said shortly before the deal was concluded. "We bave the brands and the distribution to compete. Those are the vital ingredients as we get ever closer to a free mar-

per cent stake in Bass's UK

Under pressure from the through the pubs they own. beer at borne. Pubs tied to brewers accounted for 52 per cent of pub beer volumes

government since 1989, brewers bave reduced the voluma of beer they sell

to differentiate the myried brands in Bass's expanded portfolio. In lagers, for example, it will have to distinguish between 16 brands such as Carling, Carlsberg, In addition, pubs have lost ground as people drink more Tennent's, Castlemaine. and 43 per cent of total UK

#### Yet. on premium beers Bass ranks far behind its competitors. Premium ales prices. Bass will get an injection of marketing and product agement-spack, whereas Carlsberg's brand presents Bass is traditional leader of a particularly tricky issue. **O&K** plans shake-up to tempt potential buyers

By Michael Lindemann

Orenstein & Koppel (O&K). the loss-making German construction and mining equipment specialist which the Krupp conglomerate bas been trying to sell, is planning a DM80m (\$54m) restructuring programme to

executive, said the closure of the group's plant near the Augsburg and several other

ebout DM80m annually. He warned the group's annual meeting on Friday

an unspecified loss this year division to Kone, the Finnish because of the weakness in group.

The rump of O&K will now the construction market in most European countries.

Sales of O&K's construction machinery in the first received as part of the Kone six months of this year fell 18 per cent to DM402m from DM490m Krupp said last December

make the company more stake because it no longer attractive for potential buy- fitted into the group's activirs. ties. Advised by Merrill Mr Manfred Link, chief Lyncb, the US investment bank, the group began talks with possible partners but a southern German city of deal was never sealed, partly because of, as one executiva measures would save O&K put it, the "desolate" state of the construction equipment

In June Krupp sold its 60 that O&K, 75 per ceut owned per cent stake in O&K's prof-by Krupp, would still make ltable escalator activities uring was complete.

Analysts said the failure to it wanted to sell its O&K sell O&R's construction and mining activities had "made a slightly negative impression" but added that Krupp had the resources to manage the restructuring. Mr Christian Obst, an ana-

tial b	uyers	Base lending rates Company meetings Dividend payments FT/S&P-A World Indices FT Guide to currencies Foreign exchanges		London recent issues London share service Managed fund service Money markets New int bond issues World stock mkt indice	24-25 26-28 23 21-22	ACRYLIC	
cified loss this year of the weakness in	division to Kone, the Finnish group.	COMPANIES IN	THIS ISS	SUE		STEPHEN	
truction market in	The rump of O&K will now restructure itself, using the	Abbey National	_	Gehe	17		
opean countries. of O&K's construc- hinery in the first hs of this year fell	DM225m cash which it received as part of the Kone deal and will, in the long	Altiance & Leloøster	18	Kepit	18		
nt to DM402m from	term, seek a strategic part- ner.	BAT Industries	4	Lloyds Chemists	17		
said last December d to sell its O&K	Analysts said the failure to sell O&R's construction and mining activities had "made	Bass	16, 17	O&K	17	DO BOY 313 MEST	Postal
cause it no longer the group's activi-	a slightly negative impres-			Philip Morris	4	PO BOX 212 WEST	
vised by Merrill he US investment	sion" but added that Krupp had the resources to manage	Somberdier ·	17	Service America	16	E-meil addre info@bobars.	
group began talks tible partners but a never sealed, partly	the restructuring.  Mr Christian Obst, an analyst at Bayerische Vereins-	Carlsberg-Tetley	16, 17	Ultra Electronic	18	Facsimile: 01732 842266	Telej 01732
of, as one executiva e "desolate" state of	bank, suggested it was also possible that the mining	Compass	18	Unichem	17		
truction equipment	business, which is profitable, and the construction equip- ment business could be sold	Coutts	1a	Volkswagen	2, 16		
Krupp sold its 60 stake in O&K's prof- scalator activities	separately once the restruct- uring was complete.	Esprit Telecom	17	Warburg Pincus	17		
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CON

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Marc

### savers bank £875m cash

Some 665,000 former National & Provinciel savers who now bold accounts in Abbey National were yesterday credited with £875m in

Abbey National, which converted to a bank when it floated in July 1939, officially took over the huilding society for £1.35hn this

N&P savers who had held

years when the takeover 2 to approximately 622,000 the qualifying date or had took plece were the only members. members eligible tn select cash over shares

Of the 850,000 savers who qualified, 22 per cent elected to take their pay-out in Abbey shares. More than 1m N&P members were sligible for a pack-

up to £4,250 a head. About 35 per cent of the total consideration will be paid in shares between tomorrow and September

The cash payments were calculated on the basis of a 31. fixed sum of £750 and an this year.

age of cash and shares worth Abbey is also making a statutory cash bonus payment to members who were not eligible to vote for the takeover because they were than two years on the quali-

A&L looks at dealing options

less than £100 in their N&P accounts on December

These payments will he additional 7.75 per cent of - calculated on the basis of the lower of qualifying bal- 9.34 per cent of the balances ances in the accounts on in eligible accounts. How-May 28 1995 and August 4 ever, Abbey said this would not amount to more than outs. £8m divided between 670,000 accounts.

Borrowers and savers who had been members for less either under 18 years old on fying date for the takeover

into US private sector shares each on the basis of 567.35p a share.

Of the two-year savers who elected to receiva shares, the distribution will be calculated on the same basis as the cash pay-

Abbey has set up a share dealing service through Sharelink, the execution only stockbroker, for those members who wish to sell

largest. Woolwich, the num-

ber three, and Northern

Rock, the eighth biggest,

A&L will be keen to avoid the problems faced by Abbey

National when it floated in

One of the mailing houses

contracted to distribute some of the Abbey National

share certificates dumped

and burned some 500,000 in a

chees ensued as some mem-bers without share certifi-

cates tried to sell their

stakes and those with certifi-

cates were unable to sell

shares as quickly as they

On the first day of trading.

Coutts, the private banking arm of the National Westminster Bank group, is considering the option of buying a US private bank to expand into the US onshore wealth

Coutts already has operations in New York, Miami and California, but these cater largely to offshore wealth from Latin merica and Asia. Mr David Went, Coutts

By George Graham, Banking Correspondent

chief sxecutive, said the group was examining whether it should push into domestic private banking in the US, providing asset management and other financial ervices for US citizens as well as non-residents.

We are considering what our stance should be, and should reach a conclusion probably by the end of the

year." he said. The one thing we do know is that in the US organic growth of a private banking business is not a runner. It is aomething that would have to be addressed through joint ventures or acquisition, or a combina-

tion of the two. North America offers one of the greatest concentrations of wealth in the world. Recent estimates from Merrill Lynch and Gemini Consulting suggest that individ-uals with more than \$500,000 \$4,500bn of investments. In other regions, many of the very rich invest outside their home country, often in

Coutts weighs up move

aged onshore. Even the big Swiss banks have had relatively little success in penetrating the US private banking market. which is dominated by US institutions such as Chase Manhattan, Mellon and

wealth is essentially man-

Contts has invested heavily in the US over the last three years, but its structure there is complex.

David Went: acquisition or joint venture most likely options (£320,000) of investable Its New York office, with assets control more than about 100 staff, is a branch of the group's Swiss subsidtary. Miami, with another 100 staff, is a separate company licensed under the Edge Act, which allows it to centres such as Switzerland. offer a complete range of In the US, on the other hand, financial services but only to

non-residents. "If we wanted to develop significantly in the domestic market we would have to have a different corporate structure, and that essentially would mean the acquisition of an existing business," Mr Went said.

The Coutts private banking business is one of the three areas NatWest has identified for development.

#### Sonar sales set to lift Ultra Electronic

By Tim Burt

Ultra Electronic Holdings, the defence and aerospace equipment manufacturer seeking a stock market listing, will announce a sharp increase in profits this week thanks to growing demand for its sonar detection and aircraft communication

The company, formerly part of the Dowty Group, is expected to report pre-tax profits of £7.43m on sales of £57.8m for the six months to June 30.

Although Ultra is not publishing comparable 1995 interim figures, the profits are more than 16 per cent above the £6.38m achleved for the whole of last year when eales reached

Mr Julian Blogh, chief executive, said the company expected further growth in the second half as it enjoyed increased contributions from newly-acquired defence components subsidiaries in North America.

He admitted, however, that last year's figures were distarted by £3.85m of exceptional costs, including a £1.49m charge to cover a factory closure and the £1.59m renegntiation of a profit sharing agreement in

It also paid £779,000 to TI gall the like of which is Group last year, the final rarely seen in the investpayment to Dowty's parent for an undertaking not to compete with Ultra.

Nevertheless, this year's underlying profits should comfortably exceed last year's £10.6m total following further orders from Airbus, the European civil aircraft consortium.

The company, which plans to publish its pathfinder prospectns next month, hopes to raise about £60m through a partial institutional placing.

After it begins trading in October, it expects to have a market capitalisation of £120m-£130m. Ultra's flotation is

being handled by Schroders,

with Cazenove acting as

Alliance & Leicester, the UK's fourth largest building society, is in discussions with its advisers about setting up a share dealing aervice for members who receive shares in its forthcoming flotation.

By Motoko Rich

The society, which plans to make its etock market debut next year when it converts to a bank, will next month decide whether to negotiate a third-party service for members who want to sell their shares, or set up a centralised system matching Institutional demand with selling members.

European Privatisa-

tion Investment Trust has

set a new standard of inves-

tor responsibility for the

investment trust industry.

Directors of Kepit have

shown a refreshing willing-

ness to ignore the interests of the founder and manager

of the trust, Kleinwort Ben-

instead with the interests of

The struggls for Kepit, with net assets of about

£530m, began two weeks ago

with a hostile offer from TR

European Growth, an invest-

ment trust managed by Hen-

derson Touche Remnant.

Treg's move was an act of

Kepit's problems stem

from poor investment perfor-

mance and a weak share

price. Enormously popular

when launched two years

ago, it aimed to profit from

the number of privetisations

in continental Europe. It

raised £500m. becoming

Kleinwort Benson's largest

Bot European privatisa-

Kepit underper-

tions proved poor invest-

formed the European Indices

and the shares fell to well

This year Kepit drew up

its own plan to push up the

share price by buying back

up to 60 per cent of the fund.

shareholders a quicker exit.

Treg decided to offer

below their net asset value.

investment trust.

ments.

ment trust industry.

those who invested in it.

borrowers should receive shares in the flotation, probably worth more than £800 direct involvement in the to each.

According to JP Morgan, the society's advisers, about a quarter of its members are expected to sell their shares within the first six JP Morgan has submitted

a report to the A&L board

covering the benefits and drawbacks of either share dealing method. contracts with third-party cates to members. cheap share shops who

would then be able to act

for individual shareholders

ers 99.5 per cent of the pro-

ceeds. It will take the other

0.5 per cent. After all the bid

costs have been paid, share-

holders should expect to

receive in the region of 97

per cent of the asset value of

shares. Treg is also offering

Kepit's response has been

unusual. Instead of trying to

defend its position, it has

given Kleinwort its notice

and invited anyone inter-

ested to improve on Treg's

Ten companies have

stepped forward, including

Baring Asset Management,

M&G. Flemings, Fidelity, Guinness Flight, Morgan

Grenfell and Kleinwort Ben-

The proposals before Kepit

cover the full gamut of possi-

hle ways to improve returns

to investment trust share-

One option is to try tn

make the shares more

attractive to new investors.

If weak performance is the

problem, a solution is to

appoint better managers.

Almost all the companies

hidding would claim they

could do a better job. Klein-

wort argues that it has not

been at fault and says it has

outperformed its own index

of privatisation shares which

match its criteria. But many

of the bidding companies

have strong track records in

Europe and manage top per-

forming European funds.

holders.

a number of its shares.

of the Kleinwort the trust and pay sharehold-

A sea-change for investors

with relatively amail The society would have no

sales, other than to negotiate cheap deals. Alternatively, it could set up a centralised service thereby taking a much more active role in the share deal-

A&L has alreadv appointed Lloyds TSB as its share registrar, responsible for setting up and maintain-ing the share list and The society could make distributing share certifi-

As with the other building societies floating next year, including Halifax, the UK's wanted.

to new investors. If a trust

has strong marketing back

up, demand should keep the

price up. Fleming and Hen-derson Tonche Remnant,

both have successful market-

involve restructuring the

trust. The extreme option is

to wind it up, as proposed by

Treg. A partial wind-up

through a share buy-back, as

Kepit originally suggested, is

A a unit trust, allowing

investors to cash in their

holdings. M&G has proposed this, by letting shareholders

switch into its existing unit

also wants to convert the

fund into a unit trust and

hopes to retain some funds

increase value for sharehold-

ers but they are bad news

for Kleinwort Benson since

they mean a loss of manage-

ment fees, which are calcu-

funds under management.

lated as a percentage of

This conflict of interest

between investment trust

managers and shareholders

is a common feature of

trusts where the shares

trade at a discount. And that

In theory, the trust's board

should always look after

ment trusts, as listed compa-

includes most of them.

All these options may help

n alternative is to

convert the fund into

still under consideration.

More drastic measures

ing operations.

The Kepit battle is good for shareholders, writes Roger Taylor he battle for control. It is proposing to liquidate expertise at marketing funds majority of independent directors, whose only concern is shareholder value. But not all boards are willing to ignore the interests of the fund manager. After all,

investment trusts are set up

managers, which appoint

the board. All too often when confronted with a choice between shareholder and investment manager interests, boards have been slow to do the right thing. Yet Kenit has shown itself more concerned about its shareholders than Kleinwort.

One indication of the often cosy relationship between investment trust boards and fund managers has been the generous terms on which investment management contracts have been awarded. Until recently it was not unusual for managers to be on rolling threer contracts. This meant. if dismissed, they were entitled to three years' fees. With these sometimes as high as 15 per cent a year. trusts could not afford to fire their managers, however they performed.

Pressure for change has come in part from the increasing willingness of investment managers to make hostile bids for trusts which underperform. The bid for Kepit is the second bid by a Henderson investment trust this year. Anslysts expect to see further bids in future. It can only be good news for shareholders. FFr590m (£75m).

#### Compass makes US purchase

Compass, the rapidly expanding contract catering group, is to buy the dining and vending food service division of Service America for \$119.2m (277m).

cash and loan notes on completion and 10.3m Compass shares in four installments from Manch. The loss-making Service America operates more than

riott and Aramark. It is understood to have

on sales of \$480m. Compass will be made this year.

By Jane Martinson

Compass will pay \$28.2m

7,000 dining and vending accounts across 36 states. It has net assets of \$109.7m and will be bought without debt. that the deal confirms its place in the US contract catering market; worth some \$19bn a year, behind Mar-

defeated Sodexho, its French rival, for the operations which made annual pre-tax losses to March. 30 of \$12.9m said it would be profitable "within a short period". A

Last month it acquired Professional Food-Service Management, a private Florida caterer, for \$26m. Two months ago it bought the remaining interest in Eurest France, France's third larg-

### Bigger does not always mean better

Norma Cohen on mergers and profit margins

assumption in the fund management industry - and a significant factor behind the current merger wave that increased size produces great economies of scale. But a recent survey by Price companies have not been Waterhouse suggests this is not always the case and prices paid in some recent

PW, which produces an annual analysis of the profitability of the UK fund management industry, concludes that bigger funds do tend to have lower costs per pound. But it says that once assets under management reach a certain size, further growth offers little, if any, benefit in

profit margins. According to the survey. covering 35 respondents with £575bn under management, overall costs for firms with less than £10bn of assets under management were 0.2 to 0.3 per cent of the funds. By the time assets had grown to £20bn, this fell to 0.15 per cent.

But double the assets

under management again to

£40bn and you get only an additional five basis points in profit improvement. And as assets under manager grow to £70bn, you get only a further three basis points in improved profit margin. There is minimal evidence of greatly increased economy at very large scale," the report concludes. "If anything, the reverse appears to be true." The eurveyed companies whose assets under managsment were highest actually had higher unit costs than those elightly But if profit margins do

slow once a certain critical

mass is achieved, does it

make sense to keep acquir-

ing other businesses? Are predators paying too much for their purchases · particu-larly since the PW study found that in 1995 the UR fund management industry's overall profitability fell, for the first time in five years? Mr Andrew Duncan, partner in PW's European investment · management consulting practice and a coauthor of the report, saye the data ought to prompt some reflection about takeover prices: "The market would say that the prices being asked include a significant amount of goodwill. You might ask why this should be if this industry has peaked in terms of prof-

Not everyone agrees profitability has peaked. Mr Philip Gibbs, an analyst at BZW. points out that almost every publicly quoted UK fund management company has reported improved profits for 1996. He says the PW study, covaring 1995, merely

It is a widespread reflects the fact that most markets fell during the previous year and assets under

management shrank. . But the partners at PW argue the problem is more basic: fund management successful at controlling their costs and therefore. profitability and the relatively profitability of larger funds are inhibited.

While many companies have been good at controlling their so called back office costs, the big tlcket item, salaries, has been left untouched. The survey found that front office costs had risen from 50 per cent of total costs in 1993 to 60 per cent in 1995. Much of that has to do with managerial reluctance to cut the bonuses of key etaff during years of only mediocre performance: "Large bonuses become a habit."

And when fund managers acquire a new hueiness. managers are reluctant to cut etaff ruthlessly for fear of antagonising valued

Does the PW study have

#### FUND MANAGEMENT

lessons beyond Britain? Mr Milton Berlinski, a specialist in the fund managment industry at Goldman Sachs, says some of its conclusions only apply in the UK. "The UK has historically been very fee competitive. But in the US, performance and service levels have been more important drivers of business." US firms have been able to charge higher fees. provided they proved justi-

fled by investment returns. in the US, he says, profit margins are typically 35 to 40 per cent of revenues while in the UK they are closer to 25 to 30 per cent.

He disputes the argument that increases in size fail to produce increases in profit margins, investment in infrastructure, such as new technology, is required no matter how small the fund and this cost gets absorbed more quickly the larger the

But Mr Berlinski concedes that the prospect for improved profit margins in the industry is slim. First, fees for institutional money management are already under pressure and are likely to continue that way: "In the retail US asset management industry, fees will likely remain constant and the cost of gathering assets will increase, leading to declines in margins over

SIX MONTH INTERIM REPORT 1996:

Others claim greater nies, are required to have a

### The successful sale of Scania shares provides strong appreciation in value for our shareholders

"The first six months of 1996 was a favorable period for Investor. Most notably, the successful sale of Scania shares means that we can now show an even stronger balance sheet" says Claes Dahlbäck, President of Investor AB, in his comments on the report. "With a strong financial position and an efficient organization in which our own skills are effectively combined with external expertise, we have the best prospects for continuing to offer our shareholders a competitive return on their investment."

investor AB is the largest Swadish industrial holding company. It generates value through one and trading. Over the gest 25 years

investor AB owne Seeb, 50 percent of Seeb include Astra, Scanet, Incontive (and through it ABB), STORA, Enceson, Astra Copca, StO and Bectrolus, it also has major holdings in and Electrotus. If also have major horderige in TV4, OM Gruppen and WM-data. Investo AS to listed in Stockholm and London. Its

investor AB is based in Stockholm, with officer in Hong Kong, London and New York.

- Investor's total return in the most recent 12-month period np until June 30, 1996, amounted to 37 percent.
- Scania AB was listed on the Stockholm and New York Stock Exchanges on April 1. Investor received cash proceeds of SEK 18,800 m., net, for the Scania shares sold.
- As approved at the Annual General Meeting, Investor's shareholders received, in addition to a regular dividend of SEK 9 per share, a combination of 3-year covered warrants in Scania and a special cash dividend of SEK 20
- In June, Investor and GM/Opel reached an agreement nn a series of measures designed to ensure expansion plans for Saan Automobile, in which Investor holds a 50-percent interest. The value of Investor's main holdings as of June 30, 1996 was SEK 52,597 m. The value on August 16 was
- of value for the main holdings amounted to 13 percent during the first half of 1996. Investor's net worth at the end of the report period was SEK 72,839 m., equal to SEK 364 per share. The net worth on August 16 was SEK 71,200 m., equal to SEK 356 per share.

SEK 50,962 m. As of April 1, Scania is also included in Investor's main holdings. Excluding Scania, the increase

The complete report can be ordered from Investor's offices.

www.investor.se

INVESTOR AB

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### Danubius' four-star award upsets industry

The acquisition of Hungaria gives the hotels group about 30 per cent of Hungary's market

ungary's decision to cles' Association said after 3,000 for 12 months.

"For Danubius, it's a great move but I'm not so sure it's the country's four main chains held by the state, to its stock market-quoted rival, Danubius, has pleased the markets and equity analysts. However, some fear source of foreign exchange

earnings and employment.

Danubius' share price on
the Budapest stock exchange rose Ft70 to close at Ft2,720 on Friday, following the announcement by APV, the state privatisation agency, that it would sell the hotel group an 85 per cent stake in Hungaria for Ft8.125bn the deal by the competition

CP Holdings, close to 30 per cent of the country's hotel market. In addition, it would control nearly two-thirds of ments in Belgium, the four-star hotel space and a Netherlands and the US, and large part of the market in recently sold its EuroBelgian Budspest, one of Europe's most visited cities and Hun- It is looking to officed some

"It is certain a Danubius-

there they

is tall heller

chain over City Hotels of Belgium and a management group which bid Ft6.6bn.

City offered Ft8bn for Hungaria, formerly known as HungarHotels, and agreed to that, by limiting competition, the planned sale will invest a further Fison in its tion, the planned sale will it hotels over three years, hurt the country's growing compared with Danubius' tourism sector, an important Fizon investment plan. invest a further FtSbn in its Hungaria, whose privatisation was first discussed seven years ago, used to include the Forum, one of

Budapest's leading four-star hotels, as well as several cases and restaurants. Now, it owns three four-star hotels and four three-star hotels in the capital which, according to CS First Boston, the (\$53.7m), pending approval of investment bank, account for more than 90 per cent of its profits. The Forum is due The sale would give to be sold soon, with inter-Danubius, part of UK-based continental of Japan and South Korea's Daewoo among the bidders.

City Hotels runs establish-Airlines to the UK'e Virgin. gary's most important centre of the cash raised with new acquisitions.

Both Danubius and City Hungaria group would have are understood to have offered to float 50 per cent of prices in Budapest," Mr Ist- Hungaria within a year, to van Meggyes, president of retain its name and to keep the Hungarian Travel Agen-staff levels at the present

move but I'm not so sure it's good for Frangary," said one industry analyst. "The deal will give Dambius a com-manding position and, by owning the two chains, it can make a lot of savings in areas like marketing. But selling Hungaria to one of the other bidders would have created some competition for Danubius. That would have been better for

The deal follows Danubius purchases this year of Buda-pest's Thermal Hotel Helia from a state bank and the city council, and the Hotel Gellert, which it already managed, from the APV.

Danubius specialises in spa hotels, one of the best performing segments of the local market. It boasts occupancy rates of more than 65 per cent compared with about 53 per cent at Hun-garia and nearly 60 per cent at Pannonia, a chain owned by Accor of France.

Its chairman is the publicity-shy Mr Bernard Schreier, the UK business man behind CP Holdings who said recently his invest ments in Hungary topped \$60m. As well as Darrubius, car dealerships, petrol stations and flour milling.

Virginia Marsh

### Coles Myer says Yannon affair has been settled

By Nikki Tait in Sydney

Coles Myer, Australia's largest retailer, said it bad settled the controversial "Yannon" affair, and would receive A\$12m (US\$9.5m) as result. All civil lawsuits will be dropped, with no admissions of liability by any of the parties involved.

The Yannon affair blew up almost a year ago, in the wake of Coles' decision to sack its newly-arrived finance director, Mr. Philip Bowman. It centred on revelations that, in 1990, a private company set up by CS First Boston Australia and called Yannon, acquired convertible preference shares in Premier Investments

Premier was controlled by Mr Solomon Lew, the then Coles chairman, and had issued the shares to help finance the purchase of a large block of Coles' stock. When the deal was arranged, Coles agreed to provide compensation to CSFB if Yannon

Mr Alan Goldberg, a barrister called in by Coles to scrutinise the arrangements, concluded that the Yannon deal did not amount to Coles financing the purchase of its own shares - which would be illegal in Australia. But he did confirm that Coles had paid out almost A\$18m on the transaction, while interests related to Mr Lew

In its statement, Coles did not reveal how much different parties had contributed to the settlement, and Mr Nobby Clark, Coles' new chairman, said that details



Nobby Clark, Coles chairman, says details are confidential

would remain confidential. CSFB's Mr Lew, "certain former sxecutive directors of the company", and a couple of legal and accounting firms were among the parties to the settlement

However, in a letter to the stock exchange, Coles directors stressed it had been operating in full co-operation with the Australian Securities Commission, the securitles industry watchdog which has also been looking into the Yannon matter.

They said that, after having access to some of the evidence given to the ASC, on Mr Goldberg's advice "in forming its current view or They added that the ASC was satisfied that the A\$12m

settlement was "a fair and appropriate outcome of the civil claims". The ASC has yet to indicate whether it will pursue any charges of

revelations last year, Coles institutional shareholders which were already unhappy about the group's corporat governance standards pushed for extensive board changes at the retailer. As part of the changes, Mr Lew stepped down to become

### Microsoft forced to replace flawed Internet Explorer

More than im users of Microsoft's latest web browser, Internet Explorer 3.0, will require a new version in order to avoid a potentially serious problem discovered by US computer security experts that could

damage data on PCs. Two computer security experts at Princeton University's Safe Internet Programming Group said they discovered a flaw in Microsoft's Internet Explorer 3.0 that, under specific conditions. would allow malicious computer backers to erase data

on users' bard drives. Microsoft said it was working on a remedy and would post a new version of Internet Explorer on its web site as soon as possible. It said it had received no complaints from users and that the bug had only been found in the

research laboratory.

A week ago Microsoft admitted that the Explorer

3.0 software had a bug which forced users to repeatedly reenter their registration data Analysts said security bugs in Internet Explorer and rival web browser Netscape Navigator would continue to surface as larger numbers of users test out the software.

Meanwhile, leading US Internet software group Netscape Communications is today due to announce that it will develop software for the new network computers which could challenge PCs in key applications.

Netscape will announce the development of Netscape Navigator Internet software and applications that will run on network computers and non-PC devices such as TVs. The products will feature software written in the Java computer language, which is designed for Inter-

net applications. Supporters of network computers say they will be cheaper than PCs and easier to use. Several US and Euro-

pean computer companies are planning to introduce network computers this year selling for about \$500 sech. Network computers will have little local data storage such as hard drives, and will download applications as needed, through network connections or over the Internet. Some will use a TV as a display instead of a computer monitor. US soft-

ware group Oracle has simi-

lar plans to offer software

for network computers. Another announcement expected today is from Hewlett-Packard, the US computer and electronics group, which is launching a computer workstation line based on Intel microprocessors and the Microsoft Windows NT operating system. HP hopes the new line will help it recover from a downturn in sales. Earlier this month it reported a 26 per cent fall in

third-coarter profits. The HP Vectra XW will become available at beginning of October.

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Although this 12cm disc looks identical to a conventional audio CD, DVD halds the future of multimedia, from feature films, interactive games and novigation systems to large-capacity data servers and ROM/RAM drives. A single medium far virtually all AV and computer applications. One that boosts unprecedented picture and sound quality.

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See Panasonic's "Networking for Life" of CeBIT HOME '96, Hall 6.

#### Global investor / Richard Lapper

### Junk bonds regain their appeal

Junk bonds do not have a uted to the crisis in the secgood reputatioo - but with yields in international bond markets still relatively low, maybe these high-yield corporate securities are worth another look. Certainly, judging by the oumber of successful issues this year, some investors are clearly thinking aloog these lines. More than \$42bn has been

raised in junk bond issues in 1996 to date and if issuance continues at its present pace, the total amount of money raised for the year as a whole could exceed the \$59.4bo issued in 1993, according to Morgan Stan-ley, the US investment bank.

when US savings and loans institutions were heavy buyers of junk bonds and the

tor, today's high-yield corporate market appears to be attracting a broader range investors. Morgan Stanley says cash flows into the sector are coming from insurance companies, pensioo funds, money managers, and equity income funds in the US, and some overseas investors.
Why the growth in popu-

larity? Relative stability in the US Treasury market yields on 30-year bonds have varied by only about 100 basis points this year, compared to about 170-190 basis points during 1993, 1994 and 1995 - has reduced the scope for gains from pure interest rate plays, making investors more willing to assuma credit risks, such as junk bonds and high-yield sovereign paper, such as Brady

The market bas also

become particularly attractive since the correction in the US equity markets in mid-July. Investment flows into high-yield mntual funds, such as those managed by Boston-based Fidelity, have surged over the last weeks, rising to \$4bn in the first three weeks of August, the highest monthly figure for more than 18 months, with new investments of \$777m in the first week of the month, the high-

est ever figure. investors have also been attracted by a decline in the number of defaults by companies which issued junk bonds, which carry or would carry sub-investment grade ratings from rating agencies

According to Moody's Investor Services, the rate of defaults over the previous 12 months has fallen from 3.56 per cent of all issues rated by the agency at the end of March to 2.72 per cent at the end of July.

Moody's says average yields on junk bonds have fallen, with the spreads over Treasuries dropping from 397 basis points at the end of January to 327 basis points at the end of July. Issuance has been heavily

concentrated in some sectors. High-yield bonds are particularly ettractive ways for cable television companies, telecommunications and some media businesses which require heavy upfront investment but which could generate relatively stable earnings in the long-term -

to raise funds. Junk bonds provide cheaper capital than would be available in the equity market and also allow the owners of new busies to raise sizeable sums of money without sacrificing control

Not surprisingly, there-fore, telecommunications and medie businesses accounted for 45 per cent of junk bond issuance over the last two and a half years, according to Morgan Stanley. But there are signs that the market is becoming more discriminating than it was in the late 1980s.

According to Morgan Stan-ley, more than 30 attempted high-yield issues - which had been aiming to raise a total of more than \$5bn - have failed in the last 18 months. And there are signs that the

market, historically a subsector of the US corporate bond market, is becoming more truly international. In the last 12 months, for

example, European compa-nias have raised a total of more than \$4bn in highyield corporate issues, bringing the total raised by companies on the continent since 1993 to more than \$6bn. Issuers include Ionica, a UK company offering wire-

0.07 0.31 5.88 0.06 0.28 4.48 0.05 1.30 10.13 1.5 Source; Ceeh & Bonds - Lehmer Bro The-F7/SSP Accorder World Indio Limited, Soldman Sector & Co., and

Total return in local currency to 22/8/96

less-based telephone services, which has raised some \$150m in high-yielding bonds, and Kabelmedia, Ger-many's largest dedicated private cable television operator, which raised \$100m.

Although the majority of the Ionica and Kabelmedia paper was bought by the same US high-yield funds and mutual funds which pro-vide support for the US market, European institutions

are beginning to show interest, buying 15 per cent of the Ionica issue and 20 per cent of the Kabelmedia deal, says Morgan Stanley.

The real test will be when that investor pool is big coough to allow Europeao borrowers to raise junk in their own currencies. That may be some way off but after this year's deals it does begin to look a real possibil-

#### COMPANY RESULTS DUE

#### Mobile phones fuel growth at Telefónica

Telefónica de Espana. Spain's partly-privatised telecommunications group, is expected this week to report net profit after minorities of Pta70.3bn-Pta72bn (\$572m) for the six months to June, up from Pta60.2bn a year earlier, according to analysts' forecasts.

The profit increase will be fuelled by strong growth in income from mobile phones, higher revenue from basic telephony and important contributions from Telefonica's Latin American units. Lower financial costs, due to Foster's moves into the wine recent interest rate cuts. will belp offset any

Mr Jonathan Shantry, analyst at Credit Lyonnais Securities, expects a 20 per cent rise in net profit after minor-ities to Pta72bn. Earnings growth would be "principally because the mobile hones side of the business is exploding", he said.

Foster's Brewing: Is expected today to report net profit of A\$255m-A\$280m (\$228m) for the year to June, analysts said.

For the previous 12 months the Australian brewing group posted net profit Analysts said interest was

likely to focus less on the actual profit figures and more on the group's efforts to diversify and expand its operations. This included sector and into China, potential acquisitions and the

increase in extraordinary standing of Broken Hill Proprietary as a long-term investor, they said.

"It doesn't really matter whether they return A\$260m or A\$280m. It's what the company is going to do to restore earnings growth," Mr Michael Heffernan, analyst at Shaw Stockbrokers, said.

group is expected tomorrow to report net profit of Fl 182m-Fl 141m (\$84m) for the six months to June -F1 0.70-F1 0.75 per share. This compared with Fl 126m or FI 6.65, analysts said. VNU had a 10-for-1 share

■ VNU: The Dutch media

split in February. In the first half of 1995 VNU booked a net extraordinary gain of FI 160m from the sale of its US unit, which brought net profit to Fl 286m, or Fl 15.11 per

Analysts said they were not expecting any significant



exceptional items for the first half of this year.

AssiDomán: The Swedish pulp and paper group is tomorrow expected to report a profit before financial items for the six months to June of SKrl.15bn-SKrl.4bn (\$211m), compared with SKr2.4bn a year earlier, according to a survey of analysts by Direkt, the Swedish



news agency. The average expectation is for a firstquarter profit after financial items of SKrl.26bp.

Rolls-Royce: The UK aeroengines and industrial power group publishes interim results on Thursday. Analysts are expecting pre-tax profits of \$66m-£99m before exceptionals, compared with £70m (\$108m).

However, the group will slip into the red after taking into account the £248m cost of disposing of its steam wer engineering business. Analysts will be looking closely at the performance of the spares division after the new aircraft sales boom of 1989 begins to come through in terms of increased spares

W. H. Smith: The retailer

will want to stress how it is

getting to grips with its problems rather than dwell too much on its performance in the 12 months to June 1 when it reports on Wednesday. The pre-tax loss will be about £200m (\$310m) - the worst in the group's 204-year history - after £140m of restructuring charges and associated £145m in goodwill

Analysts will focus more

988m. after £115.3m last year.

Ladbroke: The hotel and gaming group is expected on Thursday to report half-year pre-tax profits of £62m-£70m, up from £56.5m (\$88m) for the six months to the end of June last year. The improvement is expected mainly on the back of growth in its Hilton International hotels division. The betting business is expected to be on the way to recovery after the assault by

cards in March 1995. The main focus of attention will be on the six-month talks with Hilton Hotels Corporation about uniting the Hilton brand worldwide. However, hones are fading in the market of a far-reaching structural agreement.

National Lottery scratch

T&N: The specialist engineering and motor compoon underlying profits, which nexts group is expected to are expected to be £75m- announce reduced first-half

profits of £50m-£55m, against £73.2m (\$113m), on Thursday. The group, which is coosidering insurance schemes to cap its asbestos liabilities, is likely to blame the shortfall on destocking and the absence of profits from its African asbestos mines, sold earlier this year.

CHMODITIES

opper

BRRENCIES

Reckitt & Colman: The household products group is expected to report interim pre-tax profits on Thursday of about £165m (\$256m), against £149.6m pre-exceptionals from the same period

Interest will be focused on European trading, which was described as competitive by Mr Alan Dalby, chairman, at the group's annual meeting. Analysts will also be keen to garner news on the continuing integration of Lehn & Fink Products, the US household products group purchased last year.

#### Reyal PIT Nederland NV with its regimered office in Growingen, The Natherlands



#### Interimdividend 1996

The Board of Management of Royal PTT Nederland NV (KPN) has decided, subject to approval by the Supervisory Board, to pay an interim dividend of NLG 1 in cash per ordinary share of

KPN is offering each shareholder a choice of payment of the 1996 interim

NLG 10 par value over the 1996

dividend either entirely in cash or entirely in the form of ordinary shares charged against the additional paid-in capital or, if the shareholder so elects, against the other reserves. The value of the dividend paid in shares will be 2% to 5% lower than the value of the cash dividend. The number of dividend rights entitling shareholders to one new ordinary share will be established at a round figure based on the closing price of KPN shares on the Amsterdam Stock Exchange on September 16,

As a result of trends in share prices for the period in which shareholders can make their election, the final proposal for payment in shares may deviate from the oumber indicated.

Payment of the interim dividend in shares charged against the additional naid-in capital will be exempt from dividend tax in the Netherlands. Payment in shares charged against the Other reserves will be subject to 25%

dividend tax over the par value of the

The schedule for the 1996 interim

August 26, 1996 Starting date for electing form of payment of interim dividend.

September 16, 1996 Closing date for

electing form of payment of interim dividend (before the close of trading on the Amsterdam Stock Exchange). Adoption of the proposal for the dividend in shares based on the closing price on September 16, 1996. Approval by the Supervisory Board of the dividend proposal in cash and in shares. September 17, 1996 Announcement in a press release of the interim dividend in cash and in shares before the opening of trading on the Amsterdam Stock Exchange.

September 18, 1996 Ex-dividend listing of KPN shares. September 18-25, 1996 Trading of stock dividends to round off numbers of exchangeable rights.

Sectember 30, 1996 Payment of dividend and start of conversion of stock dividends.

If you are a shareholder, you should inform your bank or stockbroker with which the shares are deposited before the end of the option period whether you wish payment of your dividend in cash or in shares. In general your bank or stockbroker will indicate a preference on your behalf if you do not make your wishes known before the end of the option period. Banks and stockbrokers must submit the preferences of their clients to ABN AMRO Bank N.V. in Amsterdam, ING Bank N.V. in Amsterdam or Rabobank Nederland in Utrecht, not later than September 16. 1996 (before the close of trading on the Amsterdam Stock Exchange). Shareholders whose preferences have not been indicated will receive the

The Board of Management

dividend in cash.

Groningen, August 23, 1996 Sectionspieir 7

### PNG issue to end summer drought

Guinea's Mineral Resources Development Company, which holds the sovernment's stake to a number of oil and gold projects in the country, is set to be one of the first offerings to come to

the international equity market after the summer break Flemings and McIntosh are jointly arranging the sale of 49 per cent of the company, which is expected to raise between \$150m and \$175m for the PNG government. The offering is sched-

uled for mid-September. The company, which Flemings says is to be floated under the new name of Orogen, will be listed in Sydney and London, though international investors will be given the choice of buying shares or Global Depositary Receipts (GDRs).

The PNG government will no doubt be hoping for the same stock market success enjoyed so far by Lihir Gold, which is developing a large

NATIONAL AND REGIONAL MARKETS

new gold mine in PNG's New Ireland province. Lihir Gold was floated last October at A\$1.57 a share and the price has since risen to

A pipeline of Asian offer-

ings is building up for Sep-tember and beyond, but the uneasy political situations in some parts of the region could dampen investor The South Korean stock

market, for example, has fallen to a three-year low following the confrontations between police and students campaigning for the reunification of North and South Korea.

Bankers say investors are also cautious abont Indonesia and, to a lesser extent

\$65-\$70m GDR offering for

Taiwan, the Philippines and Malaysia are likely to produce some interesting issues in coming months. BZW is about to launch the

nology company. The interthen goes to Hong Kong. London and the US.

Flemings and Merrill the \$400m-\$500m flotation of Smart Communications, the Philippines' second largest telecoms company, in what would probably be the largst initial public offering in Manila this year. Smart is a joint venture between Metro Pacific, the local arm of

Hong Kong-based First Pacific, and NTT of Japan. Flemings is also preparing a \$100m sale of shares in Universal Rightfields, a Philippine property developer.

Lehman Brothers is close to launching the \$400m GDR offering for State Bank of India. The issue coincides with a heavy drop in the Bombay stock market but will be helped by the fall in the average GDR premium over domestic shares from

the mid-teens to parity.

The equity-linked market national roadshow starts in in Asia is also stirring, with Singapore on Thursday, and Flemings and Merrill Lynch preparing a \$100m coovertible-bond offering for Sun Gai Wal, a Malaysian con-Lynch are jointly arranging struction company. Japan is also a source of such offerings. On Friday, Sakura Bank said it planned to raise Y150bo through its second issue of convertible preferred stock, via Merrill Lynch.

Bankers expect a spate of European equity offerings in the next two months as vendors seek to avoid the flotation of Deutsche Telekom in November. One of the first post-summer deals will be a 10 per cent capital increase by Denmark'e BG Bank formed this year by the merger of Bikuben Bank and the Post Office's GiroBank The shares, which will be freely distributed by an international bank syndicate led by JP Morgan, are expected to raise between \$100m and \$125m.

man, Sechs & Co. and Standard & Poor's. The Indices are compiled by FT-SE a Institute of Actuaries. NatWest Securities Ltd. was a co-founder of the Indices.

#### Lite-On, a Taiwanese tech-FT/S&P ACTUARIES WORLD INDICES

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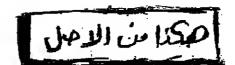
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#### **MARKETS:** This Week

The July durable goods report sent a tremor through the US bond market at the end of last week by indicating an unexpectedly strong pick-up in manufacturing activity.

**(**)

The benchmark 30-year long bond fell 1% points on Friday night, driving the yield up to 6.989 per cent, as an uncomfortable re-evaluation of the outlook for fixed-income securities

Earlier this month there was widespread optimism that the second half of the year would show a decisive slowdown in US economic growth. But Friday's figures, coming on top of other disappointing economic data, have weakened the assumption that growth is easing quickly enough to rule out an increase in interest rates.

A further concern is that economic data due this week will do little to alleviate those worries. On Thursday, for example, some analysts think the Bureau of Economic Analysis will have pushed up its estimate of . second-quarter growth even higher than 4.2 per cent already reported.

The Conference Board's index of consumer confidence, due tomorrow, probably fell from 107.2 in July to 105 in August,

12.5

1 -27



according to economists surveyed by MMS International: but any reading above 100 suggests assumptions of robust economic growth.

On the other hand, the National Association of Realtors' figures for sales of existing homes, due today. and the Commerce Department's figures for new home sales, due Thursday, should indicate that the residential property market is responding to higher mortgage rates.

The London stock market starts the week from the vantage point of an all-time high, in the wake of a wave of Ruropean interest rate cuts triggered by the Bundesbank's surprisingly large reduction in the repo

rate on Thursday. The FT-SE 100 climbed above the 3,900 level on Friday, having gained 275 points since the middle of July with barely a pause for breath. The international environment has helped, as fears faded that the US Federal Reserve would raise rates, but UK economic data have shown few signs of inflationary pressure. Gilt yields have dropped well below 8 per cent, et the 10-year level .

of steam at some point and the current bull phase has occurred in low volume. with suggestions that some institutions may be trying to 'catch up" with the market. In the absence of much domestic economic news, the main focus of the markets' attention this week will be on corporate results and on the indications in trading statements of the likely

Rallies normally run out

year and tha first part of 1997. The main results news comes from the leisure

in the second half of this

strength in earnings growth

Bundesbank watchers had a

red-letter day last week. Markets around the world were taken aback by the German central bank's decision not just to cut one of its key rates, but to do so with unexpected vigour.

7.25

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**DAX Index** 

2.540 18 19 20 21 22

Mr Norbert Braems at

potential for the German

bond market, despite the

further steepening of the

yield curve. In the US, he

on the way np. not down.

marked time. Wall Street

and the dollar will help

this week, with interim

and Lufthansa the main

focus of attention.

Novartis merger

while German shares

Bonds eased on Friday,

determine their performance

results from Daimler-Benz

components of the planned

UBS Global Research

expects Cibe to report a rise

of 10 per cent in net profits

on Wednesday, and Sandoz a

rise of 15 per cent. It notes

that the Swiss equity market

has recovered further from

its bout of weakness in July

and that, primarily driven

by good interim results, it is

again approaching its

noted, US interest rates were

BZW sees only limited

With one eve on the Germany economy and one on the French franc, the bank cut the securities repurchase (repo) rate from 3.30 per cent to e new low of 3 per cent on Thursday. Bond, stock and currency

markets reacted favourably, although their enthusiasm became more mnted on Friday. Mr Hans Tietmeyer, the Bundesbank's president, said that with Thursday's decision. "we have created clarity for the time being". With interest rate

speculation out of the way although some economists do not rule out further downward moves - markets will now look to events

abroad, especially in the US. The repo move, by taking account of wider economic growth needs, should harden European governments' resolve to implement fiscal

discipline. "With inflation low or already falling, the trend toward lower public deficits should provide the greatest benefit to high-yielding European bond markets said Salomon Brothers.

Benchmark yield curve (96)\*
22/8/96 --- Month ago ==

The focus of the markets attention this week will be on the Bank of Japan's tankan quarterly survey of

the economy's fragile recovery has eased fears of an imminent tightening in monetary policy, the report is expected to indicate a moderate improvement in sentiment, with a rise in capital expenditure forecast The manufacturing

sentiment indicator could break into positive territory for the first time since 1991, with centiment indices for medium-sized and small companies also improving, says Mr Peter Morgan economist at James Capel Pacific in Tokyo.

to focus on capital spending figures, which will be an important indicator of whether the private sector can take up the slack in demand caused by the wearing off of the effects of public works, which helped the economy in the first quarter of this year.

TOKYO By Emiko Terazono

4.00 business confidence.
Although concern about 3.00

> 21100 20900

Policymakers are expected

If the figure is in line with consensus, bonds and euroyen futures could rally. although the advance will probably be limited since bond prices have already discounted the likelihood that the central bank will not raise interest rates after

Mildred 225 Average 21400 ----21200 ----22100 Source F7 Extel

the *tonkan's* release, says Mr Marshall Gittler, bond market analyst at Merrill Lynch in Tokyo.

Although last week's decision by the US Federal Reserve to leave US interest rates unchanged has meant that Japan, which is nervous of o rebound in the yen, will also not alter its monetary policy, a strong August tankan will suggest that the next report may be the trigger for a shift in monetary policy in November.

#### COMMODES IN FACILITY MODILE THE Copper trade watches China

The attention of copper traders is likely to be focused on Singapore this week, as they watch for signs of the Chinese selling they fear could undermine the market.

About 100,000 tonnes of the metal is estimated to have been shipped from London Metal Exchange warehouses into Shanghal stores over the past two months and the big question facing the market is whether or not the Chinese authorities will decide to deliver some or all of it back into the world market, presumably via the Singapore warehouse.

Bloomsbury Minerals Economics suggested in its Copper Briefing Service publica- rently far exceeds internal week that this

could make the difference between the LME copper price averaging \$1,750 or \$1,875 in the first half of next

Bloomsbury said the issue was all the more crucial as its latest calculations indicated that the global market surplus of copper was much smaller than had been

thought previously.
Some senior LME traders told the Reuters news agency at the end of last ek that they doubted that China would sell the copper as restrictions on scrap imports meant that it needed to increase its physical holdnogs of the metal.

"Given that demand cursupply, the Chinese would trade

appear to need to continue importing concentrate and refined product to meet needs for the foreseeable future," said Mr Chris Pearson of the Flemings Global Mining Group.

· Events due this this week include the two-day Peruvian National Mining Congress, which begins in Lima today. Also today, Centromin, the

state mining concern, will be receiving technical and economic bids for the Yauricocha polymetallic mine - the winners are likely to be announced tomorrow. In Hamburg tomorrow, the

town's grain exchange will be hosting an informal northern European, grain franc - which had come ority list rating. It also

Charles and the assertion her by William Cochrane

The rate cut by the Bank of France on Thursday came as welcome relief, but the problems for the economy are far from over, in spite of the positive reaction from the equity market, writes

company Ladbroke, the

engineering companies

retailer WH Smith and the

household goods company

So far this year, there

consumer sector reviving

Analysts will be looking for

manufacturers, as the stock

while manufacturing has

two-speed economy, with the

Rolls-Royce and T&N,

Reckitt & Colman.

have been signs of a

been in the doldrums.

signs that the cycle is

overhang unwinds.

**PARIS** 

John Pitt.

turning in favour of the

Some commentators thought the decision to move in tandem with the Bundesbank (the 20 basis point cut in the French intervention rate followed within 30 minutes of the German announcement) was politically inspired.

They felt the Bank of France had come under increasing government pres- Roche in Switzerland. sure to ease rates, although the decision to do so should take the pressure off the

over the previous two weeks, ority list recommendations and should now enter a for Ciba and Sandoz, the

more settled phase Nevertheless, with budget negotiations fully under way and Mr Alain Juppé, prime minister, due to hold a weekend "think-tank" with President Jacques Chirac, there is speculation that the franc could face a renewed attack next month.

#### ZURICH

Pharmacentical stocks are news. Dentsche Morgan Grenfell, the research arm of Deutsche Bank, downgraded its earnings projections for Merck in Germany last week, but upgraded them for

Goldman Sachs downgraded Roche EPS estimates, but retained the stock's pri-'strongly" reiterated its pri-receive the interim report aging a bout of profit-taking. oo Wednesday.

all-time high. Half-year figures are also due on Wednesday from Alusuisse. Now in three main

divisions - chemicals, packaging and aluminium - the group has been on a flat share price trajectory this year, with brokers concerned following a 1995 re-rating to growth stock status.

On Friday, the market will

from Swissair, wblcb bas slipped since a peak in late March. The airline's shares doubled between October and March, on euphoria over the tough cost-cutting steps taken by its new chief opereting officer Philippe Bruggisser. However, in spite of a

sbeaf of recent initiatives. including cost cutting and the potential introduction of inflight casinos, Swissair is likely to report its traditional first-half loss.

#### **HONG KONG**

Brokers are expecting quiet trading after last week's rally saw the benchmark Hang Seng index gain 2.2 per cent, to close on Friday at 11,424.64, writes Louise Lucas. Friday itself had already seen a reaction, with today's bank holiday encour-

In the absence of news from the US on interest rate rises, the property sector which was boosted last week by expectations of Cheung Kong's strong interim results - will remain a dominant force.

However, the cut in China's interest rates is expected to continue whipping up interest in the H sbares, of Hong Kong-listed China enterprises, a number of which report their interim results today. Other companies with strong China exposure could also benefit.

On the corporate front, eyes will be focused on Citic Pacific, the Hong Kong-listed arm of Beijing's premier investment vehicle. The compeny, which holds stakes in the territory's key telecoms and aviation companies, reports its interims

### BoJ report will bring Asia under the spotlight

centre of attention in August, the markets' focus will switch to Asie midweek, when the Bank of Japan releases its important tankan economic report.

The tankan - the quarterly survey of investor confidence - will be released by the central bank on Wednes-

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FT GUIDE TO WORLD CURRENCIES

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bank's monetary policy. It is an important indicator of the level of demand the private sector is likely to generate in the second half of the year to

March. The diffusion index, which ment, is expected to improve on the back of low interest rates and e weaker ven. But the Bank of Japan is thought to want evidence of a

After Europe being the ing e large influence on the broader recovery before rais- hold down the D-Mark may ing with tax reductions. In ing interest rates.

The fall-out from the Bundesbank's decision to cut its repurchase rate by 30 basis points last Thursday will continue this week.

Many analysts suspect furmeasures business senti- ther cuts to be distant, and are expecting upwards pressure on the D-Mark against the dollar and the French franc to resume. If so, then the Bundesbank's attempt to

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gives the intest available rates of exchange (rounded) against four key currencies on Friday, August 23, 1896 . In some cases the rate is nominal. Market rates are the average of buying and

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be undone sooner than it

expected Any D-Mark strengthening will concern the Bank of France. By the end of the week, the spotlight may again turn on Paris's budget, to be announced on September 18. Mr Jacques Chirac. the French president, and Mr Alain Juppé, prime minister, spent the weekend try-

ing to balance cuts in spend-

the meantime, French industrial production data on Wednesday could show signs

of further stagnation. This week sees little eco-nomic news of note in the US. The end of the Democrat will signal the start of the presidential campaign. But the long Labor Day weekend quiet week in the US.

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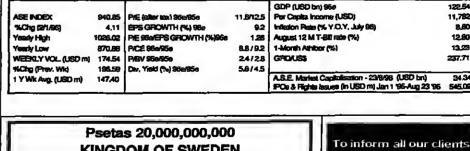
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BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
HSBC (UK)	First Federal Savings & Loan (US)	Benking	\$620m	Consolidation continues
Hoechst Schering AgrEvo (Germany)	Plant Generic Systems (N'lands)	Biotechnology	\$550m	World-topping move
CRH (Ireland)	Tilcon (US)	Building mats	\$200m	BTR to sell
Archer Daniels Midland (US)	Grume (Mexico)	Food	\$258m	Initial 22% stake
Sun Inti (Bahames)	Griffin Garning & Entertainment (US)	Gambling & recreation	\$210m	Continues US expansion
Unilover (UK/N*landa)	Lloyds Irish Holdings (Ireland)	Tea	\$40m	Offer stays unchanged
Barlow (S Africa)	Taubmans (Australia)	Paints	\$27m	Courtaulds sale
Protean (UK)	FTS Systems (US)	Refrigeration	\$25m	Niche purchase
Smit Inti (N'lands)	Land & Marine (UK)	Civil eng	\$18m	Costain sale
Polygram (N'lands)	Go! Discs (UK)	Music pub	n/a	Dutch take contr

#### SIGMA SECURITIES S.A. - MEMBER OF THE ATHENS STOCK EXCHANGE 0.3549 32.7790 0.8219 1.2066 1903.58 2.2742 24.1919 0.5931 1.5286 2.5267 140.524 0.9218 TEL: (301) 3311456 • 3245674 FAX: (301) 3252241 • TELEX 210733 ATRA GR REUTERS PAGES: ATGG-H-I TELERATE PAGES: 17890-1-2 GREECE ATHENS STOCK EXCHANGE August 16th - August 23rd 1996 GDP (USD bn) 96e 11,782 Per Capita Income (USD) on Plate M. Y.O.Y, July 98 %Chg (2/1/96 4.11 EPS GROWTH (%) 984 12.80 August 12 M T-Bit rate (%) Yearly High 1026.02 PIE 986/EPS GROWTH (%)96 1.26 13,29



KINGDOM OF SWEDEN & readers that the final Yield Curve Notes due 2000 Issued 25th August 1993 10.53385% per annum Interest Rate (18% less 6 month Pta. Libor) Supplement (calculated according to the Prospectus) Interest Period 26th August 1996 will be published on 25th February 1997 interest Amount per Ptas 100,000 Notes due on 25th February 1997 Ptas 5,266.925 BANCO BILBAO VIZCAYA, S.A.

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London ECSM 2PP

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FINANCIAL TIMES

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### Investors struggle in Vietnam

Of the dozens of investment proposals that have crossed Mr John Pike's desk in Vietnam, only a few have caught his eye. As chief investment officer for Finansa, a Bangkok-based fund management company, his job is to find suitable candidates for investment in by the Vietnam Frontier Fund, one of eight Vietnam country

One proposal involved setting up a factory to manufacture tuk-tuks (three-wheeled scooters). The idea was to sell some to Ho Chi Minh City. which lacks a public transport system, and to export the rest. The deal went ahead, he says, with the fund making an investment of \$1.6m.

But sucb proposals are rare. For the eight Vietnam country funds, the past few years have been a chastening and, so far, mostly unprofitable experience; and the type of investments they are making are, in many cases, a far cry from those first envisaged three to four years ago. At that time, investors in emerging mar-kets were bullish, and there were hopes of a stock market being set up as early as

Since then, however, talk of an equities markat has evaporated, forcing strategies to be radically altered, with managers packaging their own deals and func-

Vietnam fund				, v-
Fund	Manager	Size	Closed	Di
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Vietnam Enterprise	Dragon Capital	16.5	Sep 95	5
THE VIEW WITH	Vietnam	59.	Octob	2.6
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tioning more like venture capitalists than portfolio

EMERGING MARKETS By Verenty Grant

The central bank, charged with overseeing the launch of a stock exchange, admits that the country does not yet have the expertise to run one. It has yet to decide on a regulatory framework and lacks a critical mass of suitable companies that could be listed. Analysts suggest only half e dozen might qualify for a listing soon.

"We don't see a stock exchange for at least another four years, and even when we do have the start of one. it's going to be so small that

enough stocks for another 10 to 15 years to make a viable market for portfolio investors," says Mr Charles Moore of Guernsey-registered Indochina Asset Management, which manages the \$71m Beta Vietnam Fund, one of the first Vietnam funds.

Because foreigners	are not
allowed to invest i	
companies, the chall	enge is
to locate investments	of suf-
ficient quality to gu	arantee
target returns of bety	ween 25
and 30 per cent, while	e ensur-
ing a secure exit strat	egy if a
market takes longe	r than
expected to materiali	se.
NDICES	
warment Veet to date t	novement

index	23/8/96	Week on week Actual				Year to date	
u press	23/0/50	Acides	Percent	Actual	Percent	Actual	Percent
World (431)	158.18	+1,34	+0.86	-0.36	-0.23	+10.62	+7,19
Latin America							
Argentine (22)	86.74	-4.27	-4.69	-7.79	-8.24	-6.04	-6.51
Brazil (23)	238.01	-3.53	-1.46	-2.03	-0.84	+51.92	+27.90
Chile (16)	189.52	+3.24	+1.74	-5.28	-2.71	-6.15	-3.14
Colombia (14)	165.20	+1.65	+1.01	+4.82	+3.01	+0.95	-0.58
Maxico (24)	87,54	+2.95	+3.49	+9.00	+11.46	+13.95	+18.95
Peru(13)	1145,26	-20.72	-1.78	+17.92	+1.59	+76.31	+7,14
Latin America (112)	140,36	~0.21	-0.15	+1.67	+1.21	+17.22	+13.99
Europe							( . 0
Greece (18)	116.36	+7,67	+7.06	+7.46	+6.85	+18.39	+18.78
Portugal (20)	137.45	+0.55	+0.40	+1.20	+0.88	+20.99	+18.02
Turkey (25)	101.98	+3.36	+3,40	-2.67	-2.55	+19.18	+23.16
South Africa (30)	133,94	+1.57	+1.19	-7.00	-4.97	-19.44	-12.87
Europe (134)	118.86	+2,67	+2.30	-1.85	-1.53	-2.68	-2.20
Asia		144.	1	0			
China (24)	47.25	+1.49	+3-27	+2.87	+6.46	+6.93	+17,19
Indonesia (31)	133,19	+3.79	+2.92	-8.59	-6.06	-5.45	-3.93
Korea (23)	102.02	-5.72	-5.31	-9.94	-8.88	-34.88	-25.48
Malayaka (23)	256.20	+5.05	+2.01	+5.52	+2.20	+28.84	+12.68
Pakietan (14)	77.53	+1.89	+2,22	-4.07	-4.99	+3.94	+5.36
Phisippines (14)	332.74	+16.10	+5.09	+5.73	+1.75	+73.56	+28.39
Thatland (25)	210.45	+6.88	+3.38	-11.11	-5.02	-41.44	-16.45
Taiwan (31)	171.80	-2.04	-1.17	+3.32	+1.97	+40.97	+31.32
Asia (185)	215.15	+2.41	+1.13	-1.97	-0.91	+12.11	+5.96

Managers spend most of their time criss-crossing the country in search of well-run projects with foreign investment that offer the prospect of good growth through hard currency returns, usually export earnings. The Vietnamese currency, the dong,

is non-convertible. Some managers, like Finansa, tend to pre-package investments, seeking government approval for a project before finding an industry partner that has an appetite for Vietnam and is willing to take majority control.

Funds will either co-invest with other corporations, exercising a put option two or three years after the project starts, or they will enter on a purely venture-capital

But even this has its limitations. "The issue here is that there is a fairly limited number of business entrepreneurs who can write hust ness plans and run with says Mr Guy Eugene of VietnamVest, investment fund manager of the Lazard Vietnam Fund.

Another problem is joint ventures. Most funds prefer wholly foreign-owned ventures, as joint ventures can mean protracted negotiations with Vietnamese partners and time spent conducting due diligence checks on the Vietnamese partner.

For most, the ideal exit is a foreign listing of the offshore vehicle used to invest in Vietnam. Frontier Fund has seen one of its investments. Australian mining concern Indochina Goldfields, listed on the Toronto Stock Exchange.

Others, like Dragon Capital, are taking a mediumterm bet on the proposed stock exchange becoming a reality. Earlier this year, it completed a \$5m convertible bond issue for REE Refrigeration, e private Vietnamese air-conditioning manufac-turer in Ho Chi Minh City. The bonds will be converted into shares in 1998. The deal was the first of

its kind in Vietnam and, in spite of the tough environment faced by the funds, offers a sign that their origilevel to 8-9 per cent.
"Nothing is going to hapnal hopes for an exchange may not have been in vain.

### **Long-term view** may deliver in South Africa

Mr Trevor Manuel, South Africa'e finance minister, is not saying whether he will appear at next month's European roadshow to promote the country's forthcoming D-Mark eurobond.

The arranging banks want Mr Manuel to join the gover-nor of the Reserve Bank, Mr Chris Stals, in a moraleraising tour of the European institutions. But memories of the minister'a last world tour in April, which failed to stem the collapse of the rand, are still fresh in Mr Manuel's mind.

The currency has lost a quarter of its value against the dollar since February, wiping out many of the spoils for foreign investors in the capital markets.

As it plumbed new lows of R4.58 against the dollar last week, foreign buyers notched up net bond sales of more than R240bn for the second successive week. The volatility has soured eentiment to such an extent that net purchases by foreign huyers have totalled only R2,851bn for the year to date, as substantial outflows have offset purchases of R103,401bn

Uncertainty has been fur-ther fuelled by international currency speculators, who have pummelled the rand to a point where it is doubtful that anything Mr Mannel says will restore confidence. Vigorous denials have failed to abate rumours that 78year-old President Mandela is unwell, or that Mr Stals is about to resign.

Mr Ben Hall, bond analyst at Hambros, says the nervousness is in part a reaction to the relative stability of South Africa's infant democracy. After years of recession and donble-digit inflation, the economy is expected to grow by about 3 per cent this year and economists predict a 1 per cent rise in last year's inflation

pen overnight to improve the situation any further," says Mr Hall. That premise will be tested on Wednesday when Mr Stals unveils

Since raising the central bank rate to 16 per cent in April, Mr Stals has largely succeeded in containing inflationary pressures. But speculation has been rife that the latest devaluation conld force a further

increase in the bank rate. "Chris Stals is sticking to his conviction that he will not have to raise the bank rate to keep the currency at R4.50-4.59. The longer he can hold out, the more expensive it is for speculators with short positions," says Mr Fran La Mantia, head of international fixed income sales at Rand International in New York.

Media reports of violent crime and uncertainty over foreign exchange controls continue to upset sentiment. But most of the currency volatility has been driven by London-hased speculators, say analysts. The rand settled at R4.54 to the dollar on Friday, after intervention by the Reserve Bank and position-squaring by UK dealers ahead of the weekend.

Propping up the rand has taken its toll on net gold and foreign exchange reserves,

which fell by a third

between February and July

to R10.4bn, or five weeks'

export cover. If the bank has

to draw on short-term credit

facilities or seek help from

the IMF, the government

may be forced into more

Most analysts agree that clarity on a schedule for the

abolition of exchange con-

rapid economic reforms.



vatisation would bolster investor confidence. But in the short term at least, the

gone too far and most funds cannot stomach the volatility," says Mr La Mantia. He recommends a policy of reduced exposure coupled with partial hedging against a further depreciation of the

beartshness seems largely

justified. "The currency has

rand. In the longer term, conditions are more favoura-

ble. For sophisticated buyers

with the stomach to take

longer positions over two to

three years, bonds yields of

15.50 per cent are better than

in any other world market with reasonable liquidity.

lence in South Africa's

domestic markets, its out-

standing international bonds

have been faring well.

Despite the recent turbu-

performance from existing eurobonds, especially the US dollar global bond, whose spread has been tightening despite the gyrations in the South African markets," said a bond syndicate manager in London. The bonds. launched in late 1994 to yield 193 basis points over US Treasuries, currently trade

at around 150 basis points. This has raised hopes that investors will look favoura-bly upon the forthcoming D-Mark offering, likely to total DM400m to DM500m of five-year or seven-year bonds yielding 120 to 150 basis points over German government bonds at launch.

While some of this paper is likely to be placed with German retail investors - traditionally keen buyers of South African debt - more than half will be targeted at European institutions. The offering will be South Africa's first D-Mark issue since 1991, when it sold DM400m of bonds expiring this October.

In coming weeks, the government may also announce an US dollar Yankee bond. expected to total \$250m to \$300m. Dollar buyers are traditionally more sceptical of South African bonds than investors in Europe, who acquired a taste for the generous premiums on South African debt placed during the apartheid era. Mr Manuel may yet acquire a taste

これ はまかい マンドラ

The Board of Investment of Sri Lanka is an autonomous statutory agency that formulates investment policy, promotes investment and appraises new projects, acting as a central facilitation point for foreign investors.

The BOI is now devising a global investment promotion strategy to accelerate foreign direct investment into Sri Lanka.

#### THE TASK

To create an unique brand identity for Sri Lanka as an investment location by establishing its attributes and the comparative advantages internationally. An image building and brand management programme which focuses on positive reinforcement needs to be formulated and implemented through a targeted multi-year international marketing and public relations

To execute this plan, BOI requires the services of a multinational

### ADVERTISING. PR AGENCY

We invite agencies that meet the following criteria to submit their credentials:

- \* Demonstrated experience in planning and conducting national investment promotion campaigns aimed at multinational
- \* Strong international and local presence, with a special emphasis in the Asia Pacific region.
- \* Access to relevant market research data and expertise in the use of multi-media promotion tools and delivery mechanisms.

Please send in your credentials to the Deputy Director General (Promotions) on or before 10th of September, 1996.



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Вопомет	Amount DL	Majority	Coupan	Price	Yield %	Spread by	Book-numer	Borrowar	Anoxant Co.	Materity	D
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The Financial Times plans to publish a Survey on

### Social Housing

on Thursday, September 19.

Covering developments within both the Housing Association and Local Authority Housing movements as well as profiling Innovative lenders in the face of further cuts in the Government grant. This survey will coincide with the N.F.H.A. Annual Conference, with special distribution to all delegates.

For further information please contact: Alan Cunningham on 0171 873 3206 or Fax. 0171 873 4296

FT Surveys

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**CONTRACTS & TENDERS** 

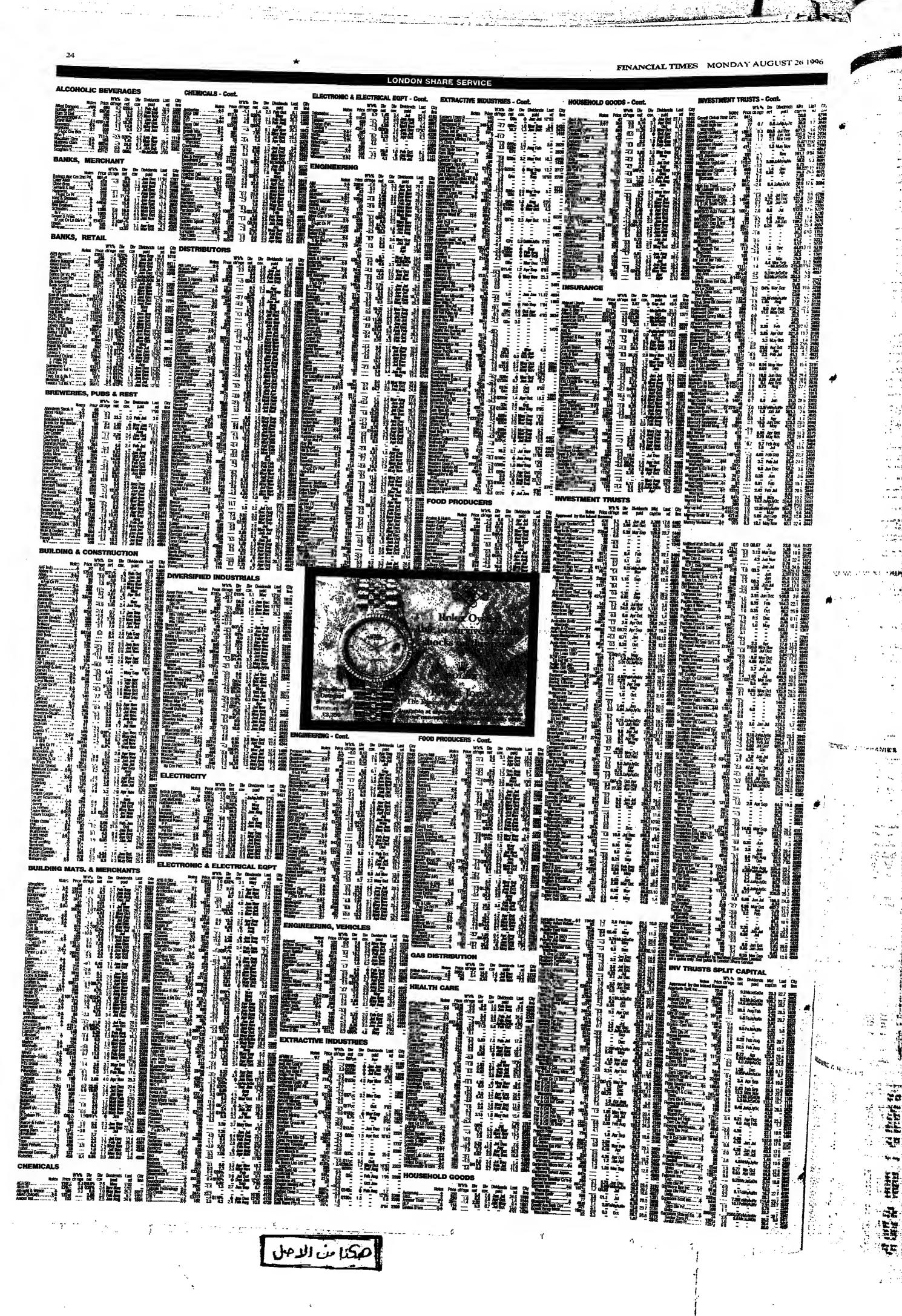
**SUGAR & INTEGRATED** INDUSTRIES COMPANY PROJECT AFFAIRS -HAWAMDIA - GIZA **FURFURAL PLANT GUIRGA** TENDER NO. 8000/135

Sugar & Integrated Industries Company invites eligable tenderers to submit their bids for the design, delivery of equipment and supervision of erection of factory to produce furfural from Bagasse with a capacity of 5000 Ton of furfural/year as detailed in bid documents which can be obtained from a.m. title against payment of L.E. 500 to Project Affairs safe with an application addressed to the General Director of Project Affairs.

The bid opening will take place on 2 October 1996, at 12.00 noon, Cairo local time.

4

Salary Market	FINANCIAL TIMES MONDAY AUGUST 26 1996 *	23
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	BANKING DEPARTMENT   August 21, 1996 decrease for week	☐ The Future of Lloyd's and the London Market ☐ Captive Insurance ☐ The Global Insurance Market ☐ Direct Insurance in Europe ☐ Global Marine, Aviation & Transport Insurance ☐ Global Commercial Insurance Broking ☐ European Property Insurance Markets ☐ European Health Insurance Markets ☐ European Life Insurance Markets ☐ European Liability Insurance Markets ☐ European Motor Insurance
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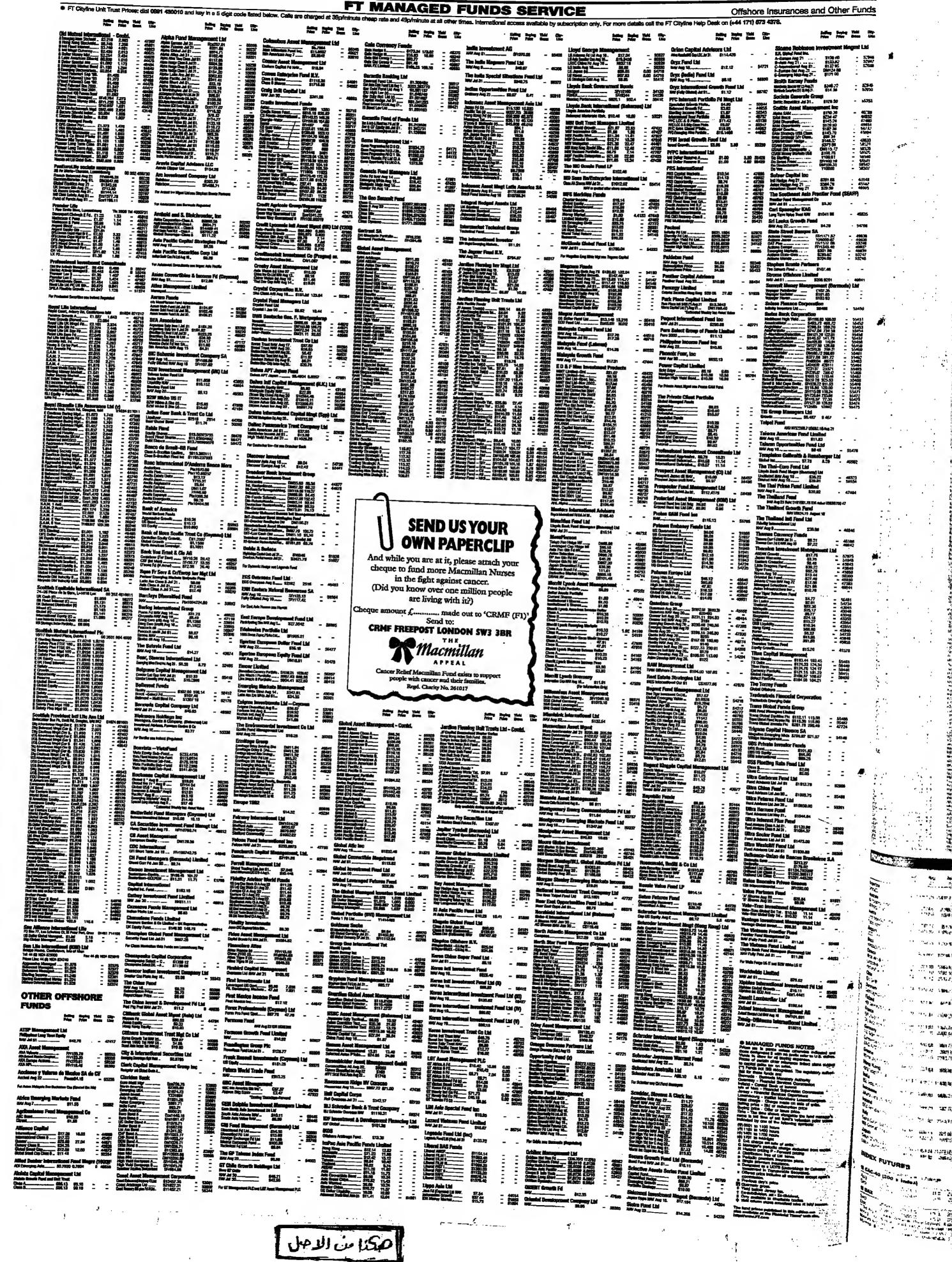
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E 100s High Low Close Chang 1 20 2100 128 d12 128 -12 0.10 0 257 173 103 17 +14 18 28 618 6 62 CaritonCms 0.82 18 408 38<sup>1</sup>g 37<sup>1</sup>2 38<sup>1</sup>g Cascade x 0.36 13 110 12<sup>5</sup>g 12<sup>1</sup>4 12<sup>1</sup>4 Treng Lab 0.20 52 996 97<sub>6</sub> 67<sub>8</sub> 0 -1<sub>8</sub> 1ysFoA 012 28 671 25<sup>3</sup>4 25<sup>3</sup>8 25<sup>3</sup>8 -1<sub>8</sub> Oppobay N 1.20 6 z100 42% 42% 42% Stock | STOCK | 107.6 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107.0 | 107. 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#### MONDAY

#### Democrats In Chicago

The US Democrats go to Chicago for a convention for the first time since 1968 and will find the city still has a mayor called Richard Daley. However, both the party and the eldest son of the legendary Dick hope comparisons with the anti-war maybem at the convention 28 years ago stop with the names. The schedule is true to tradition, with approval of the party platform (no big controversies here), candidate nominations on Wednesday and acceptance speeches by President Bill Clinton and Al Gore on Thursday. Hillary Clinton will speak, although she is unlikely to copy Vice-President Boh Dole's wife, Liddy, in doing it from the convention floor. Mr Clinton plans to "make news" with policy announcements and will expect to restore his comfortable lead in the opinion polls over Mr Dole.

Conciliation effort in Bonn Political life resumes in Bonn after the summer break as the conciliation committee of both houses of parliament meets in an attempt to resolve differences over government plans for spending cuts and health care reform. Up to three days have been set aside for the discussions, indicating substantial disagreement between the Bundestag and the oppositiondominated Bundesrat, representing the states. On Tuesday, Chancellor Helmut Kohl will review a crowded legislative

#### Pollution protocol sought

agenda ahead of a Bundestag meeting



on Thursday.

Experts from some 30 countries meet in Geneva to discuss pan-European restrictions on nitrogen compounds

responsible for air and water pollution (to Aug 30). The UN Economic Commission for Europe hopes to produce a protocol before 1998 to limit emissions of nitrous oxides and the use of other nitrogen compounds. The main villains are vehicle exhausts and fossil-fuel power stations, which produce smog-causing nitrous oxides, and mitrogen-based fertilisers poisoning rivers and lakes.

#### Estonia elects president

The Estonian parliament meets to elect its president. Lennart Meri, the popular incumbent, may be hard pressed to get the 68 votes - out of 101 - needed for victory in a secret ballot which may last two days. If no candidate wins enough votes, local government leaders will join the voting on Wednesday. The urbane Mr Meri used the largely ceremonial office effectively to press Estonia's case for Nato and European mnersnip, But his so arrogant demeanour antagonised parliamentarians.



On the hoof: President Bill Clinton rounds up the Democrats for the start of the party's Chicago convention, where he plans to "make news"

#### Seoul leaders sentenced

Former presidents Chun Doo-hwan and Roh Tae-woo, who ruled South Korea consecutively between 1980 and 1993. will be sentenced on sedition and corruption charges. The prosecution has requested the death peoalty for Mr Chun and life imprisonment for Mr Roh for leading a 1979 army coup which brought them to power - and subsequently ordering the massacre of pro-democracy protesters in 1980. Although the court may uphold the sentences, most political analysts believe that President Kim Young sam would eventually reduce them.

#### Hashimoto visits Peru

Ryutaro Yashimoto, the Japanese prime minister, arrives in Peru. Mr Yashimoto is expected to sign loans to modernise Lima's airport and the main seaport of Callao, Japan is also contemplating co-financing the highway between Desaguadero in Bolivia and the Peruvian port of Ilo. Alberto Fujimori, the Peruvian president, is the son of Japanese immigrants, and Japanese loans and support have been a constant feature since he assumed power. Direct Japanese investment, however, has been conspicuously absent.

#### Tennis

America's Pete Samoras seeks an 8th major tennis title at the US Open championships, starting at Flushing Meadow, New York (to Sept 8). That would put him in sight of Rod Laver's record 11 grand slam titles. "Sampras is the favourite." says Wimbledon title older Richard Kraiicek of the Netherlands. "He's on a different

#### **Public holidays**

Gihraltar, Hong Kong, Macau, Namihia, UK (not Scotland).

#### TUESDAY

Rifkind in Pakistan

Malcolm Rifkind, the British foreign secretary, arrives in Pakistan (to Aug 28). He will meet Faroog Leghari, the president, and Benazir Bhutto, the prime minister. He is expected to discuss the Comprehensive Test Ban Treaty negotiations and the Indian-administered state of Kashmir, where next month the Indian government plans to hold state elections - opposed by Pakistan. Meanwhile, two large anti-government rallies are planned for Karachi and Lahore during the week.

Public holidays Moldova, Philippines.

ECONOMIC DIARY

#### 28 WEDNESDAY

lliescu seeks third term President Ion Iliescu of Romania formally launches his campaign for re-election on November 3. The 66-year-old former senior communist is seeking a third term and running on the ticket of the governing Party of Social Democracy (PDSR), the core of the group that has held power since the overthrow of the Ceausescu regime in 1989. His main rivals are Emil Constantinescu, a former university rector, and Petre Roman the country's first post-communist

#### Deadline for Lloyd's Names

The deadline falls for Names at the Lloyd's of London insurance market to accept its £3.2bn recovery plan, thrown into last-minute confusion by a US legal challenge.

#### Royal decree absolute



The divorce of the Prince and Princess of expected to be finalised when the decree absolute - the last legal

requirement to end their 15-year-old marriage - comes into force. A delay is not anticipated. The hearing will take place in a divorce court at Somerset House, London, It is unlikely that Prince Charles or Princess Diana will attend.

#### Japan survey released

The Bank of Japan will release its Tankan - the quarterly survey of husiness confidence - a week earlier than usual. The central bank has often announced a change in monetary policy following or immediately before the Tankan release, and its announcement led to speculation it planned to raise interest rates. However, it is more likely the move was made to avoid leaks. The survey is likely to show a moderate improvement in confidence.

#### Apec energy forum starts Energy ministers from the 18 nations which make up the Asia-Pacific Economic Co-operation forum begin a

two-day meeting in Sydney. Issues will include the liberalisation of energy markets and how the region can source the necessary investment to meet its burgeoning power requirements into the next millennium.

#### Ruling on US bases in Japan

Japan's supreme court rules on a lawsuit filed by the central government against Masahide Ota, the governor of Okinawa prefecture. The central government is seeking a court order to force Mr Ota to sign documents required to renew leases for US military facilities.

#### Weightlifting

European championships, Burgas, Bulgaria (to Aug 31).

**Public holidays** Georgia, Sri Lanka.

#### THURSDAY

29

Philippine peace accord Senior Philippine officials meet leaders of the formerly separatist Moro National Liberation Front (MNLF) in Jakarta to finalise details of a peace and autonomy plan between Manila and the Philippines' 5m Moslems. The plan was endorsed last week by President Fidel Ramos and Nur Misuari, the MNLF leader. Philippine officials hope the peace deal will be signed formally in Jakarta on Saturday. The separatist conflict has

#### Brazil prepares Vale sale

claimed 100,000 lives since 1972.

Brazil's national privatisation council is expected to finalise a model for the sale of Companhia Vale do Rio Doce. the world's largest iron ore exporter. The privatisation is touted as Latin America's biggest – the company's value is estimated at between \$10bn (£6.4bn) and \$14bn. The sale will be a big boost to Brazil's privatisation programme, which has been beset by false starts and delays.

#### Chess

Garry Kasparov competes in the Credit Suisse Masters at the CS-Forum. Geneva (to Sept 1). The world number one's invited rivals are led by India's Vishy Anand and the number one woman, Judit Polgar of Hungary.

#### Cricket

England v Pakistan, first one-day international, Old Trafford.

#### European Masters, Crans-sur-Sierre, Switzerland (to Sept 1).

FRIDAY

**Athletics** IAAF grand prix meeting, Berlin.

#### FT Survey

Aerospace.

#### Public holidays Peru, Turkey.

#### SATURDAY

Japanese budget requests Ministries in Japan must submit their spending requests for fiscal 1997 to the finance ministry. Attention will be focused on how far Ryutaro Hashimoto, the prime minister, succeeds in achieving a hudget that breaks away from the traditionally rigid allotments. The use of a Y300hn (£1.79bn) special disbursement for programmes beneficial to the structural reform of the economy will be watched with particular interest.

#### Ulster marches end



Northern freland's marching season comes to a formal close when the Royal Black Preceptory, the senior branch of the Orange Order.

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holds its annual parade. The group will stage six marches - the main one in Carrickfergus, where the Protestant William of Orange landed before his victory over the Catholic King James II of England in 1690. Police hope the unrest which has marred recent marches will not be repeated.

#### Cricket

England v Pakistan, second one-day international, Edgbaston.

#### Equestrianism

British horse trials championships. Gatcombe Park, Gloucestershire (to

#### **Public holidays** Malaysia, Moldova, Trinidad.

SUNDAY

Rio group holds summit The Bolivian city of Cochabamba plays host to the Rio Group, celebrating its 10th anniversary. Fourteen Latin American presidents are on the guest

list. It will be the first encounter hetween Peruvian head-of-state Alberto Fuilmori and Ahdala Bucaram, who assumed the Ecuadorean presidency this month. Last year's border conflict between the two countries continues to cast a shadow over hilateral relations.

#### Cricket

England v Pakistan, third one-day international, Trent Bridge.

Compiled by Simon Strong. Fax: (+44) (0)171 873 3194.

#### Other economic news

Monday: German data this week is expected to show inflation pressures on the high street and in industry remain subdued.

Tuesday: US consumer confidence is expected to have fallen this month from last month's tevels. Swedish producer prices are thought to have declined again in

Wednesday: Japan's tankan survey is expected to show a slight recovery in husiness conditions but confidence is still expected to be depressed. Economists expect UK trade figures to show the trade deficit continues to widen as import growth outstrips exports.

Thursday: Figures are expected to confirm US GDP grew at an annualised rate of 4.2 per cent in the second quarter of the year. US new home sales are expected to have grown last month at a similar rate to June.

Friday: US factory orders are forecast to have increased last month after June's decline. UK consumer credit is expected to have grown strongly again last month. Italian GDP is pre-dicted to have declined in the second quarter.

Dey Released	Country	Statistic	Heden Forecast	to be r	eleased	Country	Weeks Economic Swinter	Median Forecast	Pro
Моп	Germany	Jul loon consumer climate		. 87.0	· Aug 30	Jepan	Aug CPL Tokyo, ex-perishables	0.4%	.04
Aug 28	Japan	Jul supermarket sales**		2.8%		Japan	Jul consumer price Index, nation	0.8%	0.0
	Japan	Jul department store sales"		2.5%	1 1 1 1	Japan	Jul CPt, nation, ex-peristrables**	0.5%	0.3
	US	Jul existing home sales		· 4.18m	7	Japan	* Jul unemployment rate	3.5%	3.5
Tues	Japan	Jul BoJ corporate services prices**	· ·	-0.8%	. 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	Japan -	Jul job offerareaskers ratio	0.71	0.7
Aug 27	Japan	Jul BoJ corporate services prices"		-0.1%		Japan	Jul construction orders":		11
	US	Aug consumer confidence	105.0	107.2		Japan	Jul housing shirts**	896	9.6
Wed	Japan	Aug BoJ Tankan DI, manufacturing .	0.0%	-3%		Japan.	Jul construction starts		15.
	Japan	Aug BoJ Tankan Dt, non-manufact	-4%	-9%		Japan	Jul Industrial production?	3.4%	.4.5
	Japan	1996 Tankan capital spending	6.5%	6%		Japan.	Jul shipments†		-3.8
	France	Jun Industrial production?"	0.0%	0.5% .		UK	Jul consumer gradit	750m	635
	France	Jun industrial production, ex energy	0.2%	-0.2%		US .	Jul personal income	Unch	0.9
	UK	Jun global visible trade	-£1.4bn	-£385m	*	US	Juli personal consumer expenditure	0.2%	-0.2
	UK	Jul ex-EC visible trade	7d9.0-3	E-1.1bn		US	Jul Incitory orders	0.9%	-0.9
	Canada	Jul Industrial prod price index*		-0.4%	<del></del>	US	Aug agriculture prices	··· ·	0.8
	Canada	Jul raw materials price index		-2.6%	During t	te week		Sugar, Ing	
Thurs	Japan	Aug wholesale price Ind, 2nd 10 days		0.0%		Genneny		-0.2%	-0.7
	Japan	Jul retail sales**	-2.1%	. 2%		Germany	Jul Import prices*	0.8%	0,2
	us	Q2 gross domestic product, prelim.	4.2%	4.2%		Germany	Jul prod price Ind. pan-Germany	0.0%	-0.2
	us	O2 gross dom prod deflazor, preim	2.1%	2.1%		Germany	Jul prod price ind, pan-Germany	0.8%	-0.8
	US	Q2 after-tax corporate profit	4,0%	5.9%		Garmany	Aug Beverla cost of Rying	0.2%	0,47
	US	Initial claims, week ended Aug 24	330k	327k	.:.	Germany	Aug-Bauaria cost of frange	1.2%	1.39
	us .	State benefits, week ended Aug 24	·.	2,521k		Germany	- Aug prelim cost of living, west	-0.2%	0.49
	US	Jul new home sales	725k	734k		Germeny	Aug prelim cost of living, west	1.4%	1.39
Pri	Japan	Aug consumer price index, Tokyo**	0.4%	0.6%	ैगावसकी on मार	AUT. Year o		stics, courteey Mi	_

- ACROSS

  1 Herb delight in holding silver? (6)
  4 Console principal directors
- 10 Theatre for Kismet? (7) 11 Vivid red colour of vehicle-
- plt (7) 12 Star part chosen by Bassa-
- nio (4)
  13 Stock line in repository (10) 15 Plaintiff is a man who gues to court (6)
- 16 Congregate for part of service (7) 20 Capacity of an American bar? (7)
- 21 Discharge bill and leave (6) 24 Pieces of pear inside sharp
- 26 Cooler part of West Ireland? (4)
- 28 Oblivious of a battle in a
- French environment (7) 29 Vegetable from Spain with chilli starters (7)
- 30 Rather robust porter is helping, initially (8) 31 Delighted with quarters in forest clearings (6)
- DOWN Term reduced in flat (8) Resourceful relatives all over the place (9)
- 3 Larva found in food, com-monly (4) 5 No fast food for the
- 6 Natal, say, is where one arrives (10) 7 Go out, dressed in gold, for so long (5) 8 Dredge out swan on river
- 9 He appears in "Some Like it Hot" (5) 14 Hyacinth, perhaps, building
- lactory? (10)
  17 Jack is one to woo eccentric sort (5-4) 18 People who handle shoes?
- 19 Reinforces street vaults (8)
  22 Watches for talent-spotters 23 Apathetic, being left in camp (5)
  25 Muse spilling tear over

27 Notice bishop off-colour? (4)

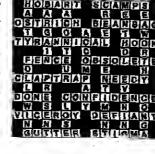
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A prize of a Pelikan New Classic 330 fountain pen for the first correct solution opened and five runner-up prizes of £35 Pelikan vouchers will be awarded. Solutions by Thursday September 5, marked Monday Crossword 9,156 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 SHL, Solution on Monday September 2 These allows of some for the conditions of the september 2 These allows of the first college. 9. Please allow 28 days for delivery of prizes.

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JOTTER PAD

